

AGENDA

Regular Meeting of the Pierce County Library System Board of Trustees
November 9, 2022 | 3:30 p.m.
The meeting will be held in person at: 3005 112th St E, Tacoma WA 98446

Optional virtual attendance available via: **Phone:** Dial+1.253.215.8782 | **Webinar ID:** 853 3159 8218 | **Passcode:** 305939

- **Web Browser or App:** <https://us06web.zoom.us/j/85331598218?pwd=TVRWcEVYTFY3N0tod0FSa1ZBV2xqQT09>
(Zoom user account is required to join via web browser)

Call to Order: Jamilyn Penn, Chair

Public Comment: *This is time set aside for members of the public to speak to the Board of Trustees. Comments will be limited to three (3) minutes. To provide comments virtually, sign up by emailing pmcbride@piercecounitylibrary.org by 2:00 p.m. on November 9. Written comments must be provided 24 hours prior to the meeting.*

Consent Agenda: [ACTION] *Consent agenda items are considered to be routine and are acted on with one motion. There will be no separate discussion on these items unless a member of the Library Board requests an item to be removed from the Consent Agenda for discussion.*

1. Approval of Minutes of October 12, 2022, Regular Meeting
2. Approval of October 2022 Payroll, Benefits and Vouchers

Routine Reports

1. Executive Director Report – Gretchen Caserotti
2. Fundraising Performance Report – Dean Carrell
3. Metrics Dashboard – Melinda Chesbro
4. September Financial Report – Cliff Jo
5. Public Services Report – Connie Behe

Unfinished Business

1. Resolution 2022-13: 2022 Schedule of Recurring Meetings – Gretchen Caserotti **[ACTION]**
2. Lakewood Library Buildings and Services Update – Gretchen Caserotti
 - a. Lakewood Library Buildings Advisory Committee Status Report
 - b. Upcoming Joint Meeting
 - c. Decision Making Discussion
 - d. Interim Library Status
 - e. Approval of Purchase Order for Architectural Design Services **[ACTION]**
3. 2023 Budget and Service Plans – Gretchen Caserotti
 - a. Draft Operating Budget
 - b. Draft Capital Projects Budget
 - c. Draft Elections Fund
 - d. Draft Property and Facility Fund
 - e. Draft Levy Sustainability Fund

First Public Hearing: 2023 Draft Budget of Revenue and Expenditures *The purpose of this hearing is to receive comments from interested members of the public regarding the Pierce County Library System's draft 2023 budget of Revenue and Expenditures. Comments will be limited to three (3) minutes.*

1. 2023 Revenue Sources and 2023 Expense Budget: Consideration of increases in property tax revenues, regarding the 2022 property tax levies for collection in 2023 (per RCW 84.55.120)

Unfinished Business (cont.)

4. 2023 Budget and Service Plan – Gretchen Caserotti
 - a. Resolution 2022-14: To Request Highest Lawful Levy and Levy Certification **[ACTION]**

New Business

1. Capital Funding Overview – Cliff Jo

Officers Reports: *Brief, informational updates or reports about the Library, its staff and activities*

1. IRS Tax Form 990
2. Staff Training & Participation Report – 2022 Update
3. Board Development Opportunities
4. 2022 Work Plan Progress
5. Tillicum Library Update
6. Q3 Marketing and Communications Plan Results

Announcements

Adjournment **[ACTION]**

Consent Agenda

CALL TO ORDER

Chair Jamilyn Penn called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:33 pm. Board members present were Jamilyn Penn, Pat Jenkins and Neesha Patel and Pam Duncan. Chair Penn was excused from the meeting at 3:50 pm. Abby Sloan joined the meeting at 4:18 pm in Executive Session. The meeting was conducted in person, with the option of virtual attendance.

PUBLIC COMMENT

Puyallup resident, and staff member, Juli Powell and Lakewood resident Casey Crook provided comments regarding the Lakewood Library.

CONSENT AGENDA

1. Approval of Minutes of August 10, 2022, Regular Meeting
2. Approval of August 2022 Payroll, Benefits and Vouchers
3. South Hill and Gig Harbor Parking Lot Repavement – Approve Contractor Change
4. IT Infrastructure Replacements Purchase Approval
5. Resolution 2022-12: To Declare Furnishings and Equipment Surplus to Public Service Needs

Trustee Jenkins moved for approval of the consent agenda. Trustee Duncan seconded the motion. Motion carried.

BOARD MEMBER REPORTS

There were no Board member reports.

ROUTINE REPORTS

Fundraising Performance Report – Foundation Director Dean Carrell reported he and Foundation Officer for Operations and Engagement Christina Greene met with a generous donor who will bequest \$1,000,000 to the Library. This endowment will be funded over a lifetime, with a lead gift of \$100,000. The Trivia Bee will be held at the Foss Waterway Seaport on November 12, 2022. Doors open at 6:30 pm.

Director Carrell noted the Foundation is projected to reach its fundraising goal by quarter 4. He added the Foundation has reserves in its own accounts to make up the difference should the goal not be met.

Metrics Dashboard – Deputy Director Melinda Chesbro reported the statistics reflect strong circulation. The Summer Reading program participation was influential in the increased circulation.

August Financial Report – Finance and Business Director Cliff Jo reported the Library made a payment to Geodesign for monitoring of the new Sumner property. The quarter 1 results were clean. Should the Library receive 3 additional clean reports, it is likely Geodesign will issue a “No Further Action” letter.

Public Services Report – Chair Penn expressed an interest in future discussion around opportunities for trustees to attend conferences. Director Caserotti noted she is developing a framework for board development opportunities to connect them to happenings in the library industry as well as within governing bodies.

At 3:46 pm, Chair Penn yielded the floor to Vice Chair Jenkins to serve in the capacity of Chair.

UNFINISHED BUSINESS

Lakewood Library Building and Services Update - Director Caserotti reported the Communications team has developed informational material about the Lakewood events that are being conducted citywide through partnerships with several organizations. Those materials have been translated into additional languages and are being shared out of City Hall. A site for the bookmobile is still being sought. The Library has been coordinating with the City to follow local requirements on the building at Wildaire Street. Fencing is being installed around the perimeter of the property. The Library continues to explore and discuss timelines around keeping the tarps on the roof and is working on contingency plans should they be necessary.

In preparation for the joint meeting with the City and the Library to hear the recommendations of the Lakewood Library Buildings Advisory Committee, Director Caserotti is building a framework to support the Trustees' work as they move through the decision making process.

Lakewood Library Buildings Advisory Committee – Marketing and Communications Director Mary Getchell 2633 reported on the highlights of the October 4 2022, meeting. City representatives shared with the committee the process involved for identifying historical properties in Lakewood. The committee also reviewed the costs involved in repairing/restoring the Lakewood and Tillicum Libraries. In the upcoming October 26 meeting, the committee will continue discussion on what they value in the Lakewood and Tillicum Libraries.

Interim Library Status - Director Chesbro reported the interim library is in the preliminary stages of planning. The kickoff meeting was held today. Staff are working with the architects on building design. Next steps include gathering information for a pre-application meeting with the City of Lakewood.

Chesbro noted the outline of an estimated budget will be shared at the November meeting. The estimated budget of \$4M will include expenses relating to site development, parking lot and foundation construction, installation of the modular, permitting fees, and architectural fees. Director Chesbro noted these costs reflect the Library's ownership of the modular building, allowing it to be repurposed in the future.

2023 Budget and Work Plan

Preliminary Levy Certificate and Implicit Price Deflator (IPD) – Business and Compliance Director Cliff Jo reported the certificate was received and reflects significant growth in the county. The IPD came in at 6.5%, meaning the Board will not be required to take action to override it. The mill rate will drop to 33.3 cents, which is quite low and indicative of how assessed values have been moving up this year.

Organizational Priorities – Director Caserotti reported on her organization priorities for 2023, which focus on Service, Simplifying, Stability and Stats/Stories. She noted that the organization has weathered much change in the past several years due to the pandemic, leadership transition, turnover and cultural

changes and challenges. Her intent is to honor the work that has been underway and to respect the fatigue that has been experienced by staff. Director Caserotti expects these priorities will guide staff in the work over the next year. She noted departmental work plans are being built in concert with the priorities. In, 2023, the Library will employ the services of a consultant to explore strategic goals and design implementation around them.

EXECUTIVE SESSION

At 4:08 pm, Trustee Duncan moved to recess to Executive Session, per RCW 42.30.110, to discuss a periodic personnel evaluation for approximately 20 minutes. Trustee Patel seconded the motion. Motion carried. The session was extended for an additional 40 minutes and ended at 5:07 pm.

NEW BUSINESS

2023 Executive Director Salary Agreement

Trustee Patel moved to authorize (a representative of the Board) to implement a salary agreement with the Executive Director for 2023. Trustee Duncan seconded the motion. Motion carried.

Art Surplus – Bonney Lake Library Mural Director Jo reported the Library is prepared to exercise the language in the recently updated policy as it relates to the mural artwork at the Library.

Trustee Duncan moved to approve the Library to surplus the Bonney Lake Library mural, through the process of pentimento or any permanent coverings as required to finish the renovation project. Trustee Patel seconded the motion. Motion carried.

Proposed 2023 Board Meeting Schedule - Director Caserotti invited discussion by the Board as it relates to the 2023 meetings. Trustees expressed an interest in returning to traveling meetings a few times a year. Director Caserotti noted the Library is working on identifying technical resources to meet the requirement of hybrid participation.

Future Libraries Planning – Director Caserotti reported on her summary of the Future Libraries project. Additional material will be shared each month as the Library moves toward the decision point. Director Caserotti encouraged Trustees to let her know what information they wanted or needed in order to make decisions around the capital projects or the Sumner and Lakewood Libraries.

National Friends of the Library Proclamation – Director Caserotti commended Anna Shelton and the team who organized, hosted and facilitated the Friends Connection meeting this month.

The proclamation was read aloud by Trustee Duncan. The Trustees and the Library extended their thanks and gratitude to the Friends of the Libraries for their support to Pierce County Library System and its communities.

ANNOUNCEMENTS

Director Caserotti encouraged Trustees and audience members to spread the word and participate in the Trivia Bee even on November 12, 2022.

The Lakewood Library Buildings Advisory Committee will meet on October 26, 2022. The meeting will be available to stream.

The Library is coordinating Director Caserotti's participation at a District 6 community conversation event with Councilwoman Hitchen.

Jenkins reported he attended one of several open house events at the Sumner Library for members of the public to meet Director Caserotti. He thanked the Library for arranging these meetings.

ADJOURNMENT

The meeting was adjourned at 5:25 pm on motion by Trustee Sloan, seconded by Trustee Duncan.

Gretchen Caserotti, Secretary

Jamilyn Penn, Chair

**Pierce County Library System
Payroll, Benefits and Vouchers
October 2022**

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	10103 - 10113	10/06/2022 - 10/21/2022	\$ 25,127.21
Electronic Payments - Payroll & Acct Payable		10/6/2022	\$ 919,064.11
Electronic Payments - Payroll & Acct Payable		10/21/2022	\$ 931,935.35
Accounts Payable Warrants	703508 - 703637	10/06/2022 - 10/31/2022	\$ 1,267,267.24
Total:			<u><u>\$ 3,143,393.91</u></u>

As of 11.2.2022

ALL CHECKS

CHECK DATE FROM: 10/01/2022 TO: 10/31/2022

CHECKING ACCOUNT: 999.000.000.000.111100

EMP #	NAME	ISSUED	ST	CHECK #	AMOUNT
1445	AKIHA, IRIS	10/06/2022	C	10103	1,797.45
1446	EPPS, SHELBY	10/06/2022	C	10104	2,232.10
1441	NOWROOZIAN, BIJAN	10/06/2022	C	10105	2,570.62
1439	RODRIGUEZ, AMANDA	10/06/2022	C	10106	2,790.82
212	SEIDL, JO MICHELE H	10/06/2022	C	10107	2,861.21
1444	WEATHERLY, WAYNE	10/06/2022	C	10108	2,327.95
1443	KNOELKE, CHRISTINA A	10/21/2022	C	10109	3,413.27
1449	PATTERSON, CHRISTOPHER	10/21/2022		10110	1,380.01
1442	TRAN, JASMINE	10/21/2022	C	10111	2,297.17
1444	WEATHERLY, WAYNE	10/21/2022	C	10112	2,100.21
1450	WEIDEMAN, LISA	10/21/2022	C	10113	1,356.40
TOTAL CHECKS				11	25,127.21

** END OF REPORT - Generated by MARY STIMSON **

Ad-hoc bank transaction (Withdrawal)

PCL_Company

ACH Template Name in KTT : RLIBRARY
 Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos
 Contact Phone: 253-548-3451
 Contact e-mail: sdkarabotsos@piercecounyalibrary.org
 Comments: 10/06/22 Payroll

Withdrawal Date: 10/6/2022

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	76,464.73
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	60,995.38
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	60,995.38
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	568,766.95
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	8,490.06
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	52,663.16
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	83,268.64
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	5,144.99
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	2,274.82
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	-
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	-
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	-
Total Deposit						\$ 919,064.11

Certification:

Stacy Karabotsos
 Signature (Department Designee)

10/4/2022
 Date

Comments:

Ad-hoc bank transaction (Withdrawal)

PCL_Company

ACH Template Name in KTT : RLIBRARY
 Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos
 Contact Phone: 253-548-3451
 Contact e-mail: sdkarabotsos@piercecounyalibrary.org
 Comments: 10/21/22 Payroll

Withdrawal Date: 10/21/2022

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	77,761.50
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	61,413.75
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	61,413.75
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	576,915.78
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	9,146.02
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	52,895.74
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	83,634.10
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	5,144.99
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	2,385.24
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	-
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	189.85
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	1,034.63
Total Deposit						\$ 931,935.35

Certification:

Stacy Karabotsos
 Signature (Department Designee)

10/19/2022
 Date

Comments:

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
703508	10/06/2022	PRINTED	314	AFSCME AFL-CIO	0.00	13,239.66	10/12/2022
703509	10/06/2022	PRINTED	530	PACIFICSOURCE ADMINISTRATORS	0.00	2,472.62	10/18/2022
703510	10/06/2022	PRINTED	562	PIERCE COUNTY LIBRARY SYSTEM	0.00	599.33	10/25/2022
703511	10/07/2022	PRINTED	341	BAKER & TAYLOR	0.00	19,263.13	10/14/2022
703512	10/07/2022	PRINTED	2372	BCE ENGINEERS INC	0.00	6,500.00	10/12/2022
703513	10/07/2022	PRINTED	432	CITY OF BONNEY LAKE , WA	0.00	304.97	10/12/2022
703514	10/07/2022	PRINTED	629	BRIAN DALBALCON PHOTOGRAPHY	0.00	537.29	10/12/2022
703515	10/07/2022	PRINTED	638	CITY OF BUCKLEY	0.00	840.96	10/14/2022
703516	10/07/2022	PRINTED	657	CENGAGE LEARNING INC / GALE	0.00	2,399.31	10/13/2022
703517	10/07/2022	PRINTED	2003	CITY OF HILLSBORO	0.00	44.99	10/26/2022
703518	10/07/2022	PRINTED	2426	HAYNER PUBLIC LIBRARY	0.00	20.99	10/14/2022
703519	10/07/2022	PRINTED	703	INGRAM LIBRARY SERVICES	0.00	1,361.03	10/14/2022
703520	10/07/2022	PRINTED	704	INNOVATIVE INTERFACES INC	0.00	2,970.00	10/12/2022
703521	10/07/2022	PRINTED	1908	LAST MILE GEAR	0.00	14,042.46	10/13/2022
703522	10/07/2022	PRINTED	26	LINGO	0.00	112.99	10/13/2022
703523	10/07/2022	PRINTED	211	MIDWEST TAPE	0.00	10,764.05	10/17/2022
703524	10/07/2022	PRINTED	216	CITY OF MILTON	0.00	644.65	10/13/2022
703525	10/07/2022	PRINTED	228	MULTICULTURAL BOOKS & VIDEOS	0.00	840.00	10/14/2022
703526	10/07/2022	PRINTED	1081	NASIM & SONS INC	0.00	8,858.84	10/12/2022
703527	10/07/2022	PRINTED	512	OETC	0.00	165.00	10/18/2022
703528	10/07/2022	PRINTED	531	PAN ASIAN PUBLICATIONS (USA) INC.	0.00	630.00	10/28/2022
703529	10/07/2022	PRINTED	540	PARKLAND LIGHT & WATER	0.00	1,032.54	10/19/2022
703530	10/07/2022	PRINTED	2397	PCS STRUCTURAL SOLUTIONS	0.00	2,500.00	10/13/2022
703531	10/07/2022	PRINTED	552	PENINSULA LIGHT CO	0.00	419.22	10/12/2022
703532	10/07/2022	PRINTED	776	PUGET SOUND ENERGY	0.00	542.05	10/13/2022
703533	10/07/2022	PRINTED	2420	RENTACRATE ENTERPRISES LLC	0.00	3,086.93	10/13/2022
703534	10/07/2022	PRINTED	61	RICOH USA INC	0.00	2,096.56	10/14/2022
703535	10/07/2022	PRINTED	78	RWC INTERNATIONAL LTD	0.00	5,965.64	10/14/2022
703536	10/07/2022	PRINTED	91	SCHOLASTIC INC	0.00	31.33	10/13/2022
703537	10/07/2022	PRINTED	2097	SENTINEL PEST CONTROL	0.00	306.18	10/24/2022
703538	10/07/2022	PRINTED	273	TOWN OF STEILACOOM	0.00	1,705.89	10/13/2022
703539	10/07/2022	PRINTED	590	TRI-TEC COMMUNICATIONS INC	0.00	1,353.00	10/12/2022
703540	10/07/2022	PRINTED	672	CITY OF UNIVERSITY PLACE	0.00	64.71	10/14/2022
703541	10/07/2022	PRINTED	811	WCP SOLUTIONS	0.00	135.49	10/12/2022
703542	10/07/2022	PRINTED	2015	WEX BANK	0.00	4,164.73	10/13/2022
703543	10/07/2022	PRINTED	2008	ZPROCIS SOLUTIONS INC	2,760.00	0.00	
703544	10/11/2022	PRINTED	335	AWC EMPLOYEE BENEFIT TRUST	0.00	252,149.00	10/19/2022
703545	10/14/2022	PRINTED	341	BAKER & TAYLOR	0.00	27,983.66	10/28/2022
703546	10/14/2022	PRINTED	2372	BCE ENGINEERS INC	0.00	1,445.00	10/20/2022
703547	10/14/2022	PRINTED	632	BRODART	0.00	2,978.55	10/25/2022
703548	10/14/2022	PRINTED	2351	C BELL ASSOCIATES	0.00	2,070.00	10/31/2022

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
703549	10/14/2022	PRINTED	657	CENGAGE LEARNING INC / GALE	0.00	8,929.06	10/26/2022
703550	10/14/2022	PRINTED	669	CHUCKALS INC	0.00	1,916.20	10/20/2022
703551	10/14/2022	PRINTED	2427	CITY OF FOREST GROVE	26.00	0.00	
703552	10/14/2022	PRINTED	2352	FINDAWAY WORLD LLC	0.00	111.57	10/26/2022
703553	10/14/2022	PRINTED	703	INGRAM LIBRARY SERVICES	0.00	1,765.40	10/24/2022
703554	10/14/2022	PRINTED	1886	LAMAR COMPANIES	1,755.00	0.00	
703555	10/14/2022	PRINTED	2338	LIBRARY IDEAS LLC	753.22	0.00	
703556	10/14/2022	PRINTED	211	MIDWEST TAPE	0.00	6,870.94	10/25/2022
703557	10/14/2022	PRINTED	1081	NASIM & SONS INC	0.00	9,383.72	10/24/2022
703558	10/14/2022	PRINTED	2243	GEODESIGN INC	0.00	4,303.25	10/24/2022
703559	10/14/2022	PRINTED	520	CITY OF ORTING	0.00	292.98	10/25/2022
703560	10/14/2022	PRINTED	530	PACIFICSOURCE ADMINISTRATORS	0.00	145.00	10/20/2022
703561	10/14/2022	PRINTED	1037	PIERCE COUNTY SEWER	0.00	1,262.89	10/21/2022
703562	10/14/2022	PRINTED	776	PUGET SOUND ENERGY	0.00	420.06	10/20/2022
703563	10/14/2022	PRINTED	776	PUGET SOUND ENERGY	0.00	366.30	10/21/2022
703564	10/14/2022	PRINTED	61	RICOH USA INC	0.00	611.09	10/21/2022
703565	10/14/2022	PRINTED	2097	SENTINEL PEST CONTROL	0.00	405.60	10/28/2022
703566	10/14/2022	PRINTED	249	SMITH FIRE SYSTEMS INC	0.00	280.80	10/24/2022
703567	10/14/2022	PRINTED	284	SUMMIT WATER & SUPPLY CO	0.00	4,012.72	10/20/2022
703568	10/14/2022	PRINTED	285	CITY OF SUMNER	0.00	1,109.92	10/20/2022
703569	10/14/2022	PRINTED	579	TK ELEVATOR	0.00	2,623.50	10/25/2022
703570	10/14/2022	PRINTED	605	US BANK	0.00	378,026.96	10/20/2022
703571	10/14/2022	PRINTED	810	WAYNES ROOFING INC	0.00	7,976.76	10/24/2022
703572	10/20/2022	PRINTED	313	AFLAC	3,728.08	0.00	
703573	10/20/2022	PRINTED	684	COLONIAL SUPPLEMENTAL INSURANC	174.00	0.00	
703574	10/20/2022	PRINTED	530	PACIFICSOURCE ADMINISTRATORS	2,472.62	0.00	
703575	10/20/2022	PRINTED	562	PIERCE COUNTY LIBRARY SYSTEM	0.00	599.33	10/31/2022
703576	10/21/2022	PRINTED	341	BAKER & TAYLOR	0.00	41,163.42	10/28/2022
703577	10/21/2022	PRINTED	341	BAKER & TAYLOR	0.00	479.05	10/28/2022
703578	10/21/2022	PRINTED	632	BRODART	0.00	2,716.29	10/27/2022
703579	10/21/2022	PRINTED	2238	BYLINE FINANCIAL GROUP	0.00	454.67	10/31/2022
703580	10/21/2022	PRINTED	657	CENGAGE LEARNING INC / GALE	0.00	403.59	10/27/2022
703581	10/21/2022	PRINTED	685	COLUMBIA BANK	0.00	861.33	10/26/2022
703582	10/21/2022	PRINTED	379	E-RATE EXPERTISE INC	1,462.50	0.00	
703583	10/21/2022	PRINTED	370	ELITE PROPERTY INVESTMENTS LLC	11,598.13	0.00	
703584	10/21/2022	PRINTED	455	GORDON THOMAS HONEYWELL LLP	0.00	22,073.58	10/25/2022
703585	10/21/2022	PRINTED	2432	INFOUSA MARKETING IN	0.00	421.79	10/27/2022
703586	10/21/2022	PRINTED	703	INGRAM LIBRARY SERVICES	0.00	1,050.36	10/31/2022
703587	10/21/2022	PRINTED	710	IRON MOUNTAIN INC	0.00	435.56	10/27/2022
703588	10/21/2022	PRINTED	36	LOGIC INTEGRITY INC	1,520.00	0.00	
703589	10/21/2022	PRINTED	211	MIDWEST TAPE	0.00	7,890.93	10/28/2022

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
703590	10/21/2022	PRINTED	227	MOUNTAIN MIST	0.00	27.28	10/26/2022
703591	10/21/2022	PRINTED	241	NEWS TRIBUNE	0.00	1,028.97	10/31/2022
703592	10/21/2022	PRINTED	512	OETC	0.00	65,632.19	10/26/2022
703593	10/21/2022	PRINTED	520	CITY OF ORTING	0.00	10,200.00	10/27/2022
703594	10/21/2022	PRINTED	552	PENINSULA LIGHT CO	0.00	1,095.99	10/25/2022
703595	10/21/2022	PRINTED	61	RICOH USA INC	0.00	1,882.76	10/25/2022
703596	10/21/2022	PRINTED	2097	SENTINEL PEST CONTROL	305.34	0.00	
703597	10/21/2022	PRINTED	2085	SUNSET	209.70	0.00	
703598	10/21/2022	PRINTED	2411	VERTIV CORPORATION	0.00	22,266.20	10/26/2022
703599	10/28/2022	PRINTED	336	ATS AUTOMATION INC	5,768.13	0.00	
703600	10/28/2022	PRINTED	341	BAKER & TAYLOR	36,249.86	0.00	
703601	10/28/2022	PRINTED	642	BUILDINGWORK LLC	9,526.67	0.00	
703602	10/28/2022	PRINTED	657	CENGAGE LEARNING INC / GALE	1,713.58	0.00	
703603	10/28/2022	PRINTED	998	CINTAS CORPORATION	2,190.90	0.00	
703604	10/28/2022	PRINTED	124	CONSOLIDATED TECHNOLOGY SERVICES	585.00	0.00	
703605	10/28/2022	PRINTED	1001	DATA QUEST LLC	407.09	0.00	
703606	10/28/2022	PRINTED	160	DEPT OF ECOLOGY	143.50	0.00	
703607	10/28/2022	PRINTED	374	EMPLOYMENT SECURITY DEPARTMENT	23,455.50	0.00	
703608	10/28/2022	PRINTED	405	FLOHAWKS	713.40	0.00	
703609	10/28/2022	PRINTED	445	GHA TECHNOLOGIES INC	15,042.50	0.00	
703610	10/28/2022	PRINTED	703	INGRAM LIBRARY SERVICES	269.85	0.00	
703611	10/28/2022	PRINTED	2300	KPFF CONSULTING ENGINEERS	4,500.00	0.00	
703612	10/28/2022	PRINTED	2444	LANE COMMUNITY COLLEGE	30.00	0.00	
703613	10/28/2022	PRINTED	2307	MARIAN MAXWELL	600.00	0.00	
703614	10/28/2022	PRINTED	1013	METROPOLITAN PARKS DISTRICT OF TACOMA	75.00	0.00	
703615	10/28/2022	PRINTED	211	MIDWEST TAPE	7,876.44	0.00	
703616	10/28/2022	PRINTED	228	MULTICULTURAL BOOKS & VIDEOS	1,440.00	0.00	
703617	10/28/2022	PRINTED	1081	NASIM & SONS INC	1,405.75	0.00	
703618	10/28/2022	PRINTED	2243	GEODESIGN INC	11,184.51	0.00	
703619	10/28/2022	PRINTED	510	OCLC INC	5.26	0.00	
703620	10/28/2022	PRINTED	560	PIERCE COUNTY	360.00	0.00	
703621	10/28/2022	PRINTED	563	PIERCE COUNTY RECYCLING	400.06	0.00	
703622	10/28/2022	PRINTED	776	PUGET SOUND ENERGY	2,171.41	0.00	
703623	10/28/2022	PRINTED	782	QUALITY BUSINESS SYSTEMS INC	1,363.10	0.00	
703624	10/28/2022	PRINTED	782	XEROX CORPORATION	179.16	0.00	
703625	10/28/2022	PRINTED	61	RICOH USA INC	664.72	0.00	
703626	10/28/2022	PRINTED	61	RICOH USA INC	906.29	0.00	
703627	10/28/2022	PRINTED	2097	SENTINEL PEST CONTROL	457.94	0.00	
703628	10/28/2022	PRINTED	249	SMITH FIRE SYSTEMS INC	1,082.46	0.00	
703629	10/28/2022	PRINTED	273	TOWN OF STEILACOOM	1,433.07	0.00	
703630	10/28/2022	PRINTED	290	SURPRISE LAKE SQUARE LLC	12,019.41	0.00	

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
703631	10/28/2022	PRINTED	581	TILlicum COMMUNITY SERVICE CEN	3,686.08	0.00	
703632	10/28/2022	PRINTED	579	TK ELEVATOR	3,342.06	0.00	
703633	10/28/2022	PRINTED	618	WALTER E NELSON CO OF WESTERN WASHINGTON	3,444.97	0.00	
703634	10/28/2022	PRINTED	811	WCP SOLUTIONS	2,756.98	0.00	
703635	10/28/2022	PRINTED	2008	ZPROCIS SOLUTIONS INC	3,450.00	0.00	
703636	10/31/2022	PRINTED	163	DEPT OF LABOR & INDUSTRIES	41,901.78	0.00	
703637	10/31/2022	PRINTED	374	EMPLOYMENT SECURITY DEPARTMENT	29,559.46	0.00	
					259,126.48	1,008,140.76	1,267,267.24

Routine Reports

MEMO



Date: November 2, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director

Subject: Executive Director Report

It was a delight to kick off the month of October by welcoming our Friends of the Libraries from across the entire PCLS system to the Administrative Center for our first Friends Connection meeting in three years. Initiative Manager Anna Shelton did a terrific job coordinating the event, which many library administrators were able to attend in person as well. The day was energizing and it's great to see many groups preparing to reinitiate their book sales again. The Friends appreciated hearing about the recognition of the Board through the reading of the National Friends of Libraries Week proclamation at the October Board Meeting.

Throughout the month, I continued to meet with elected officials and community leaders from around the county. It is invigorating to share ideas and opportunities to work with other agencies and build relationships across the district. A recurring theme I hear is concern that the general public just doesn't know how much the Library has to offer community members as much as our partners do, and that they appreciate our work and the role of the Library in our communities and many government and nonprofit agencies are very eager to partner with us to deliver services across Pierce County.

Many of us on the Administrative Team continue to spend considerable time working on library services in Lakewood. I have been meeting and staying connected with the staff at City Hall as have other Directors. We are coordinating closely on the existing building and property to ensure we meet city requirements and provide as much safety and security as we can. We are preparing to meet with them to review our preliminary plans for the interim library facility. Public Services continues to deliver programs and services through partnerships with other community groups and through outreach efforts. And I am beginning to prepare to chart the path forward for long-term library decisions and planning.

Foundation Director Dean Carrell and I are stepping up our engagement and presence in the Sumner community. Last month I gave a presentation to the Sumner Rotary and received a warm welcome and assurance of their continued committed financial support of the new building project. And we attended the Mayor's Open House with leaders from the branch to meet with members of the community and answer any questions they have. We're excited to share a "road map" for the new building in Sumner over the coming months!

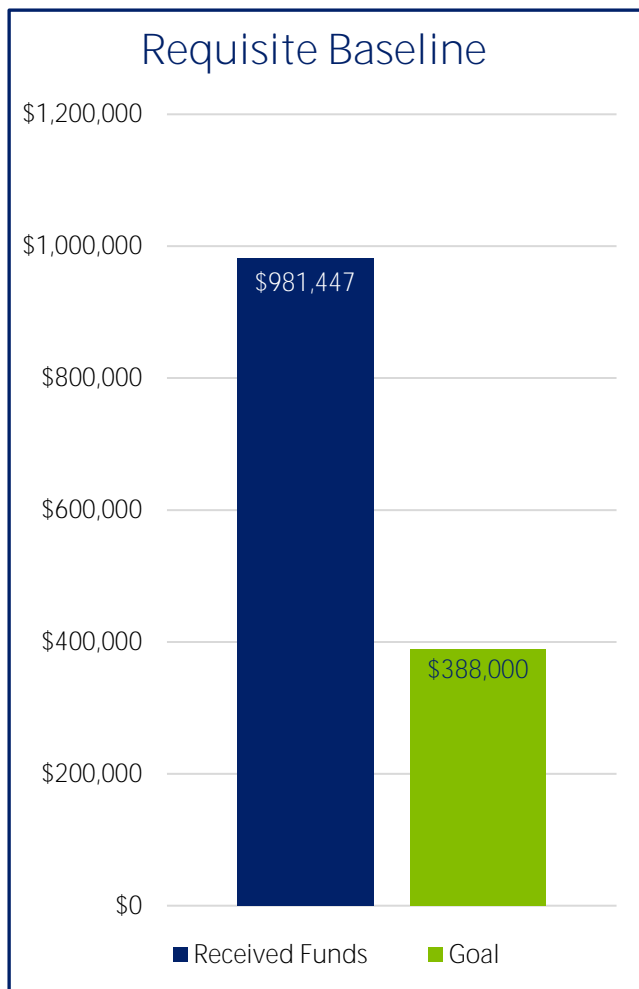
As we wrap up the 2023 budget draft, we are also conducting an assessment of the current and planned projects from 2022 that will need to be carried over to 2023. The budget was a challenging budget to

develop this year with so many projects, unknowns, and ambitions. Many thanks to Directors Melinda Chesbro, Cliff Jo, and Mary Stimson for their hard work pulling all the threads together and making the numbers balance. We look forward to hearing if this draft budget meets the Board's expectations to fund the Library's operations and strategic priorities in the coming year.

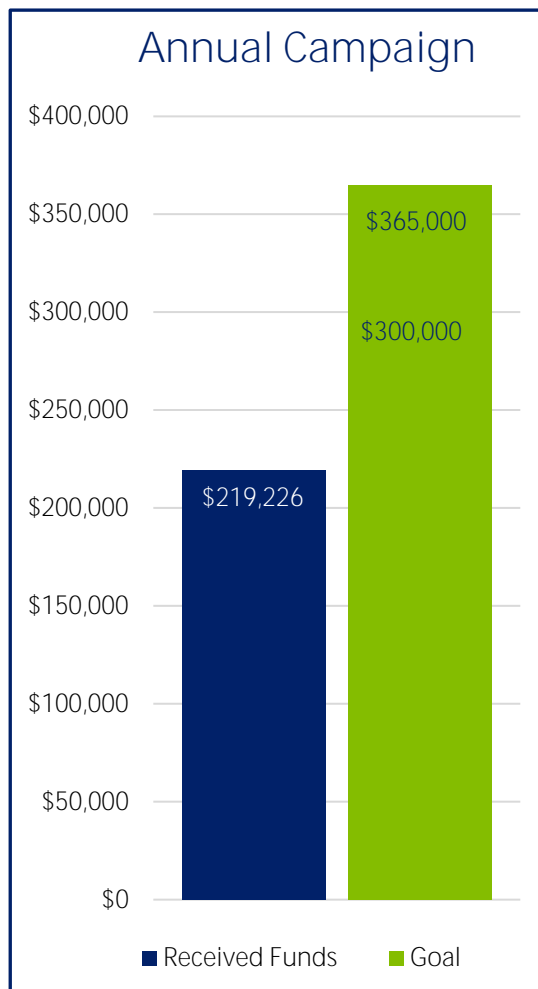
I'm pleased to share details about an upcoming Community Conversation event hosted by Councilmember Jani Hitchen, who represents communities in District 6, including Anderson, Ketron and McNeil islands, Parkland, Steilacoom, JBLM, and the cities of DuPont and Lakewood. The town hall-like event will be held at the Clover Park Technical College's Lakewood campus (in the rotunda in building 3) on November 10, 2022, from 6:30-8 pm. Your attendance is welcomed and appreciated.



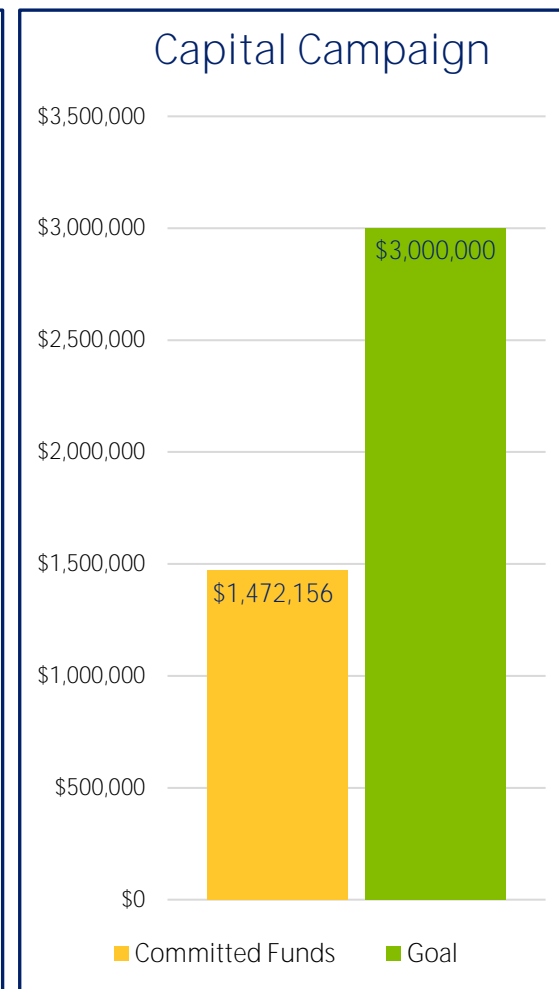
Fundraising Performance Dashboard



Goal = PCLS/Foundation annual agreement

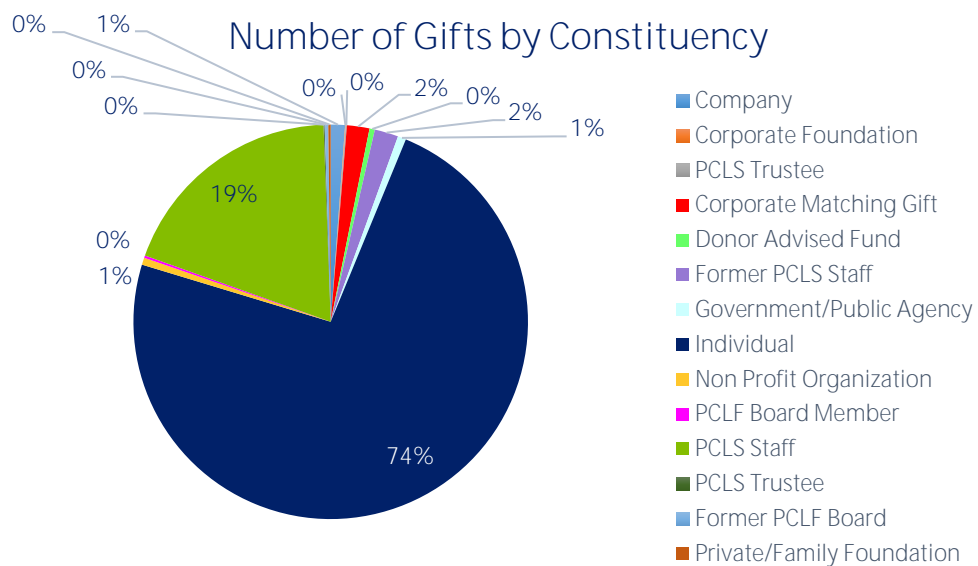


Goal = Impact Commitment (\$300,000) + Foundation budget (\$65,000)

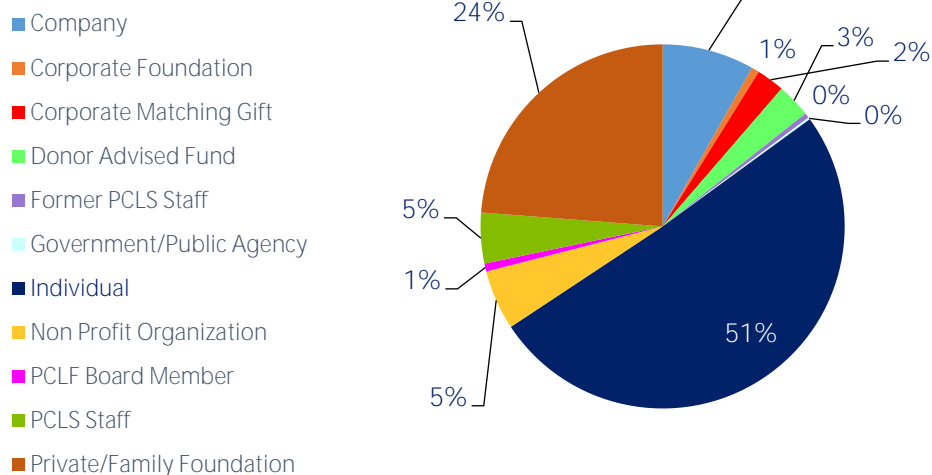


Goal = to achieve by 12/31/2023

Annual Campaign Statistics



Gift Revenue by Constituency



Annual Campaign Donors by Lifecycle Status

Continuing Individual donors - Year to date

# of Donors	Donor Rate	Revenue	Revenue Rate	LYBUNT donors	LYBUNT revenue
540	45.19%	\$228,341	77.21%	655	\$127,068

Continuing Corporate/Foundation donors - Year to date

# of Donors	Donor rate	Revenue	Revenue Rate	LYBUNT donors	LYBUNT revenue
19	42.22%	\$329,574.00	272.11%	26	\$154,790.00

Continuing Individual donors - First year donor

# of Donors	Donor rate	Revenue	Revenue Rate	LYBUNT donors	LYBUNT revenue
52	29.71%	\$9,612	40.03%	123	\$12,707.00

Continuing Corporate/Foundation donors - First year donor

# of Donors	Donor rate	Revenue	Revenue Rate	LYBUNT donors	LYBUNT revenue
6	31.58%	\$24,008.00	43.95%	13	\$13,771.00

New Individual donors - Year to date

# of Donors	Donor Rate	Revenue	Revenue Rate		
113	4.19%	\$10,749	46.87%		

New Corporate/Foundation donors - Year to date

# of Donors	Donor Rate	Revenue	Revenue Rate		
21	15.67%	\$67,251	543.61%		

Returning Individual donors - Year to date

# of Donors	Donor Rate	Revenue	Revenue Rate		
162	11.60%	\$11,939	39.90%		

Returning Corporate/Foundation donors - Year to date

# of Donors	Donor Rate	Revenue	Revenue Rate		
5	6.80%	\$600	1.70%		

Updates

What's going well

- Trivia BEE is happening on Saturday, November 12
- Planned Giving efforts: completed creation of new unrestricted named endowment for \$100,000

Areas to capitalize on

- Securing annual gift commitments prior to Q4
- Cultivating annual gift commitments to begin Q1 FY2023

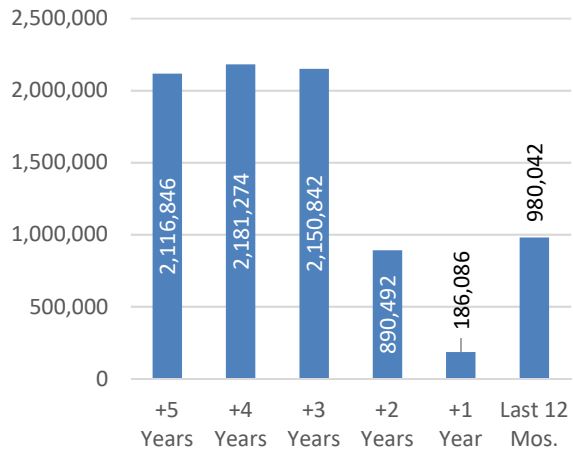
Terms Defined

- Requisite Baseline: The minimum required amount of funds distributed to PCLS in fulfillment of the annual agreement value between PCLS & Foundation. Funds originate from the annual campaign, capital campaign, or other.
- Annual Campaign: Raised funds are first applied to fulfill the budgeted Impact Commitment with PCLS, and then to fulfill the Foundation's annual operational budget. Funds exceeding goal are applied to a Reserve Fund. * (*in process)
- Capital Campaign: Funds required to fulfill the PCLS/PCLF Spark! Future Libraries projects.
- Total Committed Revenue: All cash gifts + pledges
- Unrestricted Revenue: Undesignated funds which PCLF Board can commit all or a portion to PCLS for agreed upon programs/services in fiscal year
- Temporarily Restricted Revenue: Designated funds (typically) from sources like Friends groups, GTCF, etc., in support of priority and/or special PCLS projects
- Constituency: A group of donors/prospects categorized to ensure more personalized, meaningful engagement
- Constituency Gifts: The number of gifts, not necessarily number of donors, from each donor constituency
- Constituency Revenue: All committed revenue from each donor constituency
- New Donor Rate (YTD): How the total number of new donors acquired in the current fiscal year compares to the number of constituents who gave over the previous five years
- New Donor Revenue Rate (YTD): How much new donors gave - in total - during the current fiscal year
- Continuing Donor Rate (YTD): How the total number of donors from the previous year - as a percentage - gave again during current year
- Continuing Donor Revenue Rate (YTD): How retained revenue amount compares to previous year's overall giving from retained donors

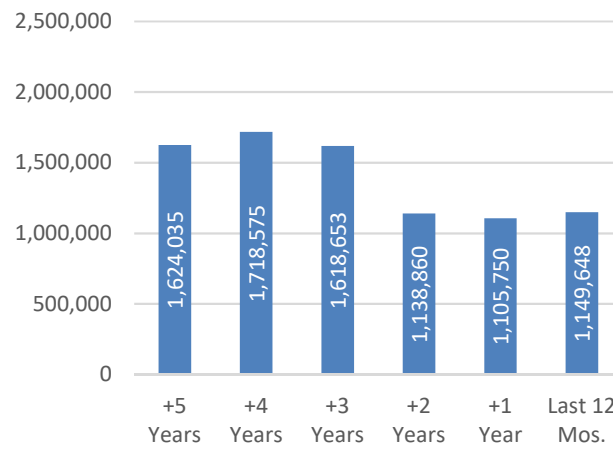
- Continuing Donors (1st year): A donor who gave their first gift in the previous fiscal year and again in the current fiscal year
- Returning Donor Rate (YTD): How the total number of donors who lapsed in their giving last year and have given again this year compares to everyone who gave two to five years ago but not last year
- Returning Donor Revenue Rate (YTD): How returning donor revenue amount compares to the previous fiscal year's returning donor revenue
- LYBUNT (YTD): All gifts received in the Last Year But Unfortunately Not yet received In this year
- LYBUNT (1st year): A subset of LYBUNTs, all first time gifts received in the Last Year But Unfortunately Not yet received In this year

Customers / Visits - September 2022

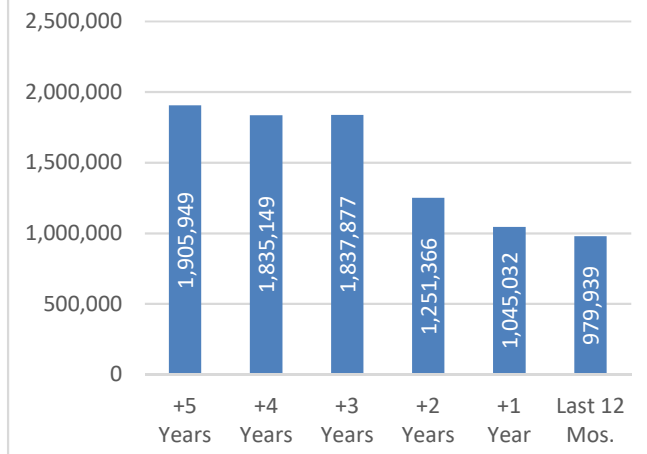
Branch Visits



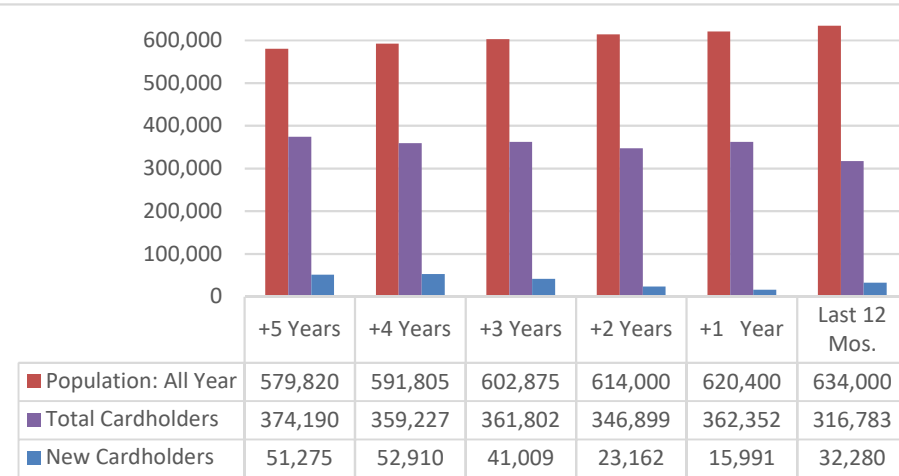
Catalog Visits



Website Visits



PCLS Cardholder Statistics



September and Rolling 12-Month Comparison

	September 2022	September 2021	% Change Sept. Year Over Year	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
Branch Visits	84,581	69,905	21.0%	980,042	186,086	426.7%
Catalog Visits	89,373	91,762	-2.6%	1,149,648	1,105,750	4.0%
Public Website Visits	76,149	83,338	-8.6%	979,939	1,045,032	-6.2%

Technology

	September 2022	September 2021	% Change Sept. Year Over Year	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
PC/Laptop Sessions	10,449	6,483	61.2%	111,947	15,827	607.3%
Wi-Fi Sessions	48,810	41,822	16.7%	609,638	323,798	88.3%

Public Spaces Usage

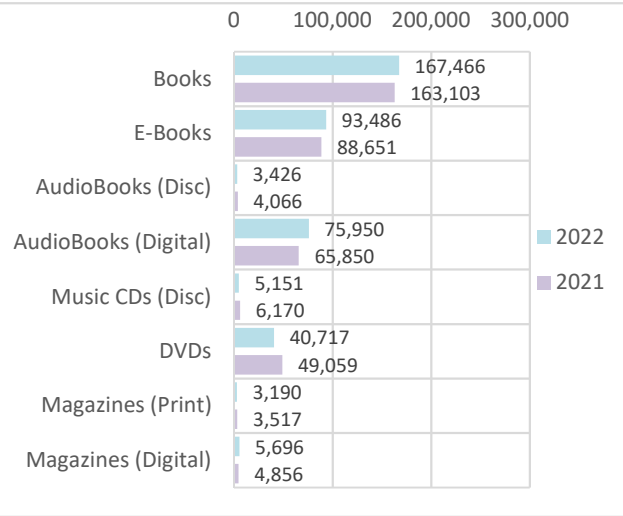
	2022	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
# of Public Meeting Uses	680	680	0	-
# of Attendees	1,919	1,919	0	-

Notes:

Public Spaces Usage: Use of public meeting rooms restarted in September 2022

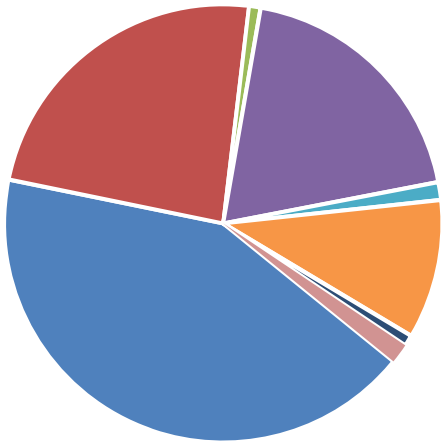
Collection Use - September 2022

September 2022 vs September 2021 Checkouts Data Table

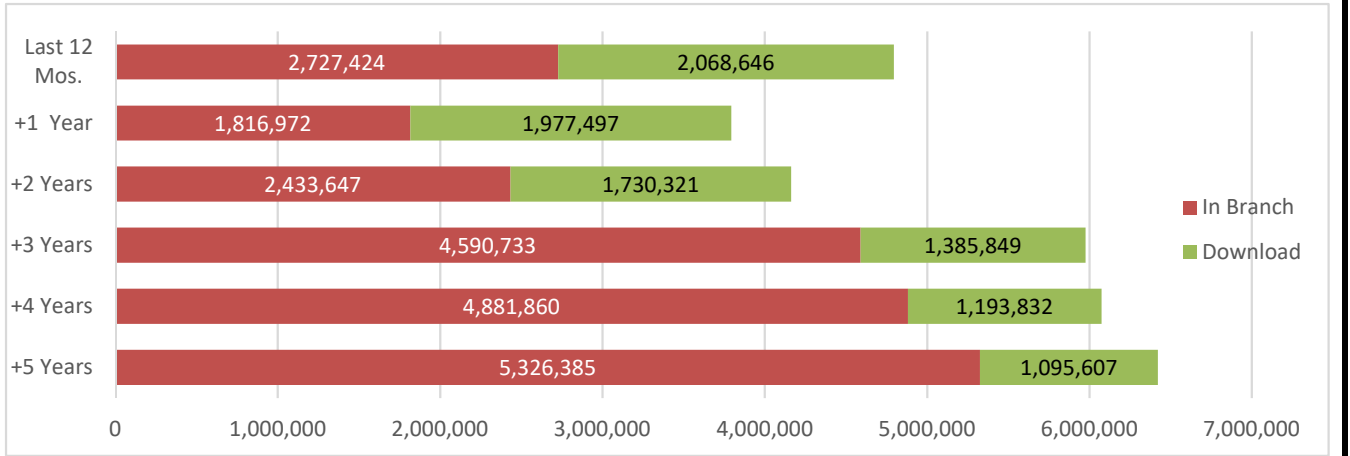


Categories	August 2022	September 2022	September 2021	% Change of Sept. Year Over Year	% of Total Sept. 2022 Checkouts	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change 12 Months Year Over Year
Books	189,513	167,466	163,103	2.67%	42.39%	2,008,802	1,413,392	42.13%
E-Books	100,283	93,486	88,651	5.45%	23.66%	1,136,877	1,134,453	0.21%
AudioBooks (Disc)	3,899	3,426	4,066	-15.74%	0.87%	43,717	39,521	10.62%
AudioBooks (Digital)	81,899	75,950	65,850	15.34%	19.22%	876,364	767,091	14.25%
Music CDs (Disc)	5,645	5,151	6,170	-16.52%	1.30%	69,095	54,173	27.55%
DVDs	46,096	40,717	49,059	-17.00%	10.31%	558,942	386,330	44.68%
Magazines (Print)	3,390	3,190	3,517	-9.30%	0.81%	36,380	13,818	163.28%
Magazines (Digital)	5,723	5,696	4,856	17.30%	1.44%	71,180	75,912	-6.23%
Totals:	436,448	395,082	385,272	2.55%	100.00%	4,801,357	3,884,690	23.60%

Checkouts By Format - September 2022



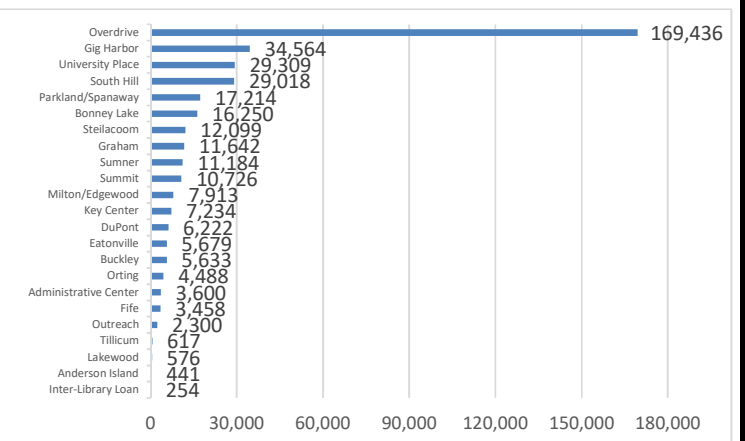
Collection Checkouts



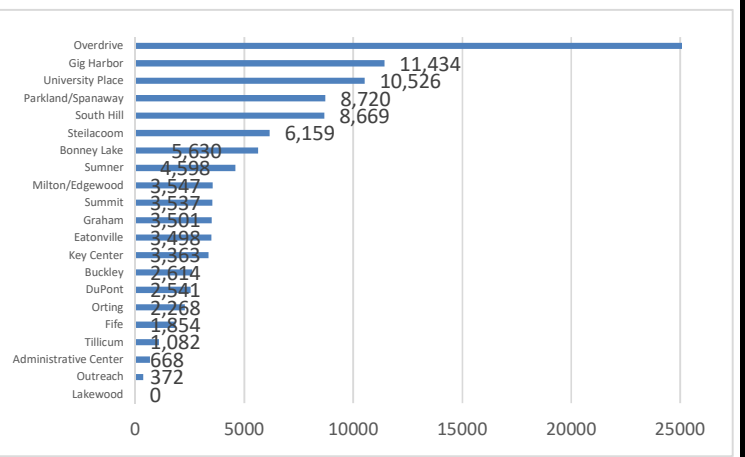
Activity - September 2022

Location	Checkouts				Visitors			
	September 2022	Last 12 Mo.	+1 Year	% Change	September 2022	Last 12 Mo.	+1 Year	% Change
Administrative Center	3,600	29,399	30,444	-3.4%	668	2,693	466	477.9%
Anderson Island	441	4,940	5,113	-3.4%	No Door Counter for Anderson Island			
Bonney Lake	16,250	97,336	120,711	-19.4%	5,630	62,311	12,243	409.0%
Buckley	5,633	71,449	42,449	68.3%	2,614	29,047	6,485	347.9%
DuPont	6,222	74,503	61,783	20.6%	2,541	27,168	6,821	298.3%
Eatonville	5,679	63,997	41,115	55.7%	3,498	32,351	7,545	328.8%
Fife	3,458	35,919	25,649	40.0%	1,854	19,538	2,929	567.1%
Gig Harbor	34,564	439,433	316,415	38.9%	11,434	120,102	23,378	413.7%
Graham	11,642	139,692	96,664	44.5%	3,501	42,144	9,144	360.9%
Inter-Library Loan	254	3,240	2,893	12.0%	No "visitors" for Inter-Library Loan			
Key Center	7,234	96,970	70,399	37.7%	3,363	34,379	7,894	335.5%
Lakewood	576	155,244	137,996	12.5%	0	78,648	17,322	354.0%
Milton / Edgewood	7,913	99,107	70,558	40.5%	3,547	38,558	7,170	437.8%
Orting	4,488	58,063	40,260	44.2%	2,268	27,191	3,850	606.3%
Overdrive	169,436	2,013,241	1,901,544	5.9%	27,539	310,806	284,693	9.2%
Outreach	2,300	25,468	19,081	33.5%	372	3,861	749	415.5%
Parkland / Spanaway	17,214	192,557	111,416	72.8%	8,720	113,280	18,140	524.5%
South Hill	29,018	346,459	220,447	57.2%	8,669	86,745	15,061	476.0%
Steilacoom	12,099	99,798	60,387	65.3%	6,159	61,570	10,418	491.0%
Summit	10,726	130,744	103,284	26.6%	3,537	37,235	7,080	425.9%
Sumner	11,184	139,734	104,946	33.1%	4,598	50,206	9,113	450.9%
Tillicum	617	11,303	8,739	29.3%	1,082	13,163	2,148	512.8%
University Place	29,309	318,117	217,663	46.2%	10,526	99,852	18,130	450.8%
Total	389,857	4,646,713	3,809,956	22.0%	112,120	1,290,848	470,779	174.2%

September Checkouts



September Visitors



Branch Closure Information - Last 12 Months

Location	Start Date	End Date	Duration	Notes	Location	Start Date	End Date	Duration	Notes
System-wide	12/26/2021	12/27/2021	2 days	Snow storm	Tillicum	9/10/2022	9/10/2022	1 day	Anticipated heat, HVAC not working
Key Center	12/28/2021	1/5/2022	9 days	HVAC repairs					
System-wide	12/30/2021	12/30/2021	1 day	Snow storm					
Graham	3/10/2022	3/10/2022	1 day	Road construction					
Lakewood	6/5/2022	ongoing		Closed for in-branch services					
Key Center	7/2/2022	7/2/2022	1 day	Staff shortage					
Milton	8/10/2022	8/10/2022	1 day	Power outage					

Visitors: September 2022 counts are included in the Last 12 Mo. count for the branch locations.

Monthly Financial Reports September 30, 2022

All bold notes refer to current month activity or updates to prior months

2022's reports are based on Munis data moved to Eden.

These reports will be converted in upcoming months to be driven directly by Munis.

General Fund

September

- **36998. E-rate reimbursement for 2022 Q1 was received (second of two).**
- **54100. Includes significant rental costs for carts to help with Lakewood clear out.**
- **54501. Includes the Lakewood ground lease deposit to BETA Holdings.**

August

- 36998. E-rate reimbursement for 2022 Q1 was received (second of two).
- 54100. Includes significant rental costs for carts to help with Lakewood clear out.
- 54800. Includes significant plumbing repairs at Parkland/Spanaway Library.

July

- 36110. Investments continue to increase due to increased rates.
- 36998. E-rate reimbursement for 2022 Q1 was received.
- 54120. Includes payment towards DEI consulting services.
- 53199. Began the implementation of Foundation pass-through payments using a specific object code that allows better tracking.

April - June

- 54100. Payments towards consultants for CE retreat and Crucial Conversations.
- 54800. Payment for Bonney Lake Library door replacement.
- Budget was adjusted to match what the Board approved in December 2021.
- Beginning in May, posted interest returns will be substantially more as the federal government works to reduce inflation. This will be true across all funds, most notably in the Levy Sustainability Fund.
- 36998. E-rate reimbursement for 2021 Q4 was received.
- 36999. Purchase card reimbursement for 2022 Q1 was received and on target to exceed budget.

- 53505. Annual support, licensing, and maintenance payment made to Innovative Interfaces for the Polaris Integrated Library System.
- 54120. Payment for “Welcome Back” mailed postcards, and printed items for Summer Reading.
- 54120. Includes final payment for executive search firm.
- 54800. Includes significant repairs to ACL’s HVAC system.
- 54906. Includes payment for property taxes.

January - March

- 53502. Includes computer replacements.
- 54120. Includes auditor billings, Barsness Group, et al.
- 54150. Includes legal consultation work related to Sumner.
- 54120. Includes auditor billings, E-Rate consulting, a new staff award system, et al.
- 54150. Includes legal consultation work related to employment.
- The month was on par for typical activity at the beginning of the year.

Capital Improvement Projects Fund

September

- **54120. Includes payment to Barsness Group for capital campaign consultation, and Library’s portion for BERK’s coordination of the Lakewood Advisory Committee.**
- **56410. Includes vehicle purchase to replace stolen van, which was destroyed beyond all recognition.**
- **54160. Architectural services for Lakewood Interim Library.**

August

- 54120. Payment to Geodesign/NV2 for monitoring at new Sumner property.
- 54160. Architectural services for both Lakewood and Sumner libraries.
- 56430. Includes another round of posting P-card purchases for computer equipment.

July

- 54120. Payment to EHSI ground contamination monitoring at Buckley property.
- 54150. Legal services for negotiating Lakewood lease.
- 54160. Architectural services for both Lakewood and Sumner libraries.
- 56250. Bonney Lake roof repairs.
- 56310. Payments towards engineering consultation on Gig Harbor and South Hill libraries parking lot repair and improvements.

April - June

- 54120. Payment to NV5 ground contamination monitoring at new Sumner property.

- 56310. Payments towards engineering consultation on Gig Harbor and South Hill libraries parking lot repair and improvements.
- Budget was adjusted to match what the Board approved in December 2021
- 54120. Includes payments to EHS-I for Buckley contamination mitigation.
- 56430. Includes another round of posting P-card purchases for computer equipment.
- 54120. Includes payment to Barsness Group for capital campaign consultation.
- 56430. Includes the posting of P-card purchases for computer equipment.

January - March

- 54160. Includes BuildingWork architectural services for creating standard building templates.
- 56420. Includes equipment for IT server room environmental controls.
- 54120. Includes significant repair work to IT server room environmental controls.
- 54150. Includes legal assistance for the Sumner project.

Special Purpose Fund

January – September

- No activity.

Election Fund

January - September

- No significant activity other than receipt of investment earnings.

Property & Facility Fund

January - September

- No significant activity other than receipt of investment earnings.

Levy Sustainability Fund

January - September

- No significant activity other than receipt of investment earnings.

Debt Service Fund

January - September

- No significant activity other than receipt of investment earnings.

US BANK Clearing Distributions

<u>Fiscal Month</u>	<u>Original Payment</u>	<u>General Fund Posting</u>	<u>Capital Fund Posting</u>	<u>Outstanding*</u>
January 2022	\$ 172,472.87	\$ 172,472.87	\$ - 0 -	\$ - 0 -
February 2022	567,606.76	567,606.76	- 0 -	- 0 -
March 2022	471,075.72	471,075.72	- 0 -	- 0 -
April 2022	335,110.90	335,110.90	- 0 -	- 0 -
May 2022	324,627.82	324,627.82	- 0 -	- 0 -
June 2022	302,597.40	301,701.26	1,000.00	(103.86)
July 2022	209,432.59	205,138.62	4,755.32	(481.35)
August 2022	169,768.32	167,019.37	1,692.00	1,056.95
September 2022	481,633.90	480,327.28	- 0 -	1,306.62
October 2022				
November 2022				
December 2022				
2022 YTD	\$ 3,034,326.28	\$ 3,025,080.60	\$ 7,467.32	\$ 1,778.36

PIERCE COUNTY LIBRARY SYSTEM
STATEMENT OF FINANCIAL POSITION
September 30, 2022

	GENERAL FUND	SPECIAL PURPOSE FUND	LEVY SUSTAINABILITY FUND	ELECTION FUND	PROPERTY AND FACILITY FUND	DEBT SERVICE FUND	CAPITAL IMPROVEMENT PROJECTS FUND	TOTAL ALL FUNDS
ASSETS								
Current Assets								
Cash	\$ 7,350,262	\$ -	\$ 83,320	\$ 8,466	\$ 25,314	\$ 732	\$ 717,762	\$ 8,185,855
Investments	\$ 7,020,219	\$ -	\$ 11,126,683	\$ 1,118,800	\$ 3,371,733	\$ 88,604	\$ 4,241,974	\$ 26,968,013
Accrued Interest on Investments	\$ 3,607	\$ -	\$ 184	\$ (342)	\$ (1,012)	\$ 7	\$ (1,919)	\$ 525
Total Current Assets	\$ 14,374,088	\$ -	\$ 11,210,187	\$ 1,126,925	\$ 3,396,035	\$ 89,342	\$ 4,957,817	\$ 35,154,394
TOTAL ASSETS	\$ 14,374,088	\$ -	\$ 11,210,187	\$ 1,126,925	\$ 3,396,035	\$ 89,342	\$ 4,957,817	\$ 35,154,394
LIABILITIES								
Current Liabilities								
Warrants Payable*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Payable*	\$ 639	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 639
Payroll Payable	\$ (359)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (359)
US Bank Payable*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Current Liabilities	\$ 280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 280
TOTAL LIABILITIES	\$ 280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 280
FUND BALANCE								
Reserve for Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Election Set-Aside	\$ -	\$ -	\$ -	\$ 1,021,347	\$ -	\$ -	\$ -	\$ 1,021,347
Land/Property/Facility Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ 3,019,930	\$ -	\$ -	\$ 3,019,930
Unreserved Fund Balance	\$ 8,285,905	\$ -	\$ 11,210,187	\$ 105,578	\$ 376,105	\$ 89,342	\$ 4,772,125	\$ 24,839,242
TOTAL FUND BALANCE	\$ 8,285,905	\$ -	\$ 11,210,187	\$ 1,126,925	\$ 3,396,035	\$ 89,342	\$ 4,772,125	\$ 28,880,518
TOTAL LIABILITIES & FUND BALANCE	\$ 8,286,184	\$ -	\$ 11,210,187	\$ 1,126,925	\$ 3,396,035	\$ 89,342	\$ 4,772,125	\$ 28,880,798
BEGINNING FUND BALANCE, 01/01/21								
	\$ 10,530,099	\$ -	\$ 11,126,968	\$ 1,118,558	\$ 3,370,821	\$ 88,711	\$ 5,515,706	\$ 31,750,863
YTD Revenue	\$ 25,332,509	\$ -	\$ 83,220	\$ 8,366	\$ 25,214	\$ 632	\$ 33,970	\$ 25,483,911
Transfers In/(Out)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
YTD Expenditures	\$ (27,576,704)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (777,552)	\$ (28,354,255)
ENDING FUND BALANCE, 09/30/22	\$ 8,285,905	\$ -	\$ 11,210,187	\$ 1,126,925	\$ 3,396,035	\$ 89,342	\$ 4,772,125	\$ 28,880,518
TAXES RECEIVABLE	\$ 19,250,444	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,250,444

* Does not include Munis payables. These will be applied to each month prior to closing the fiscal year.

**PIERCE COUNTY LIBRARY SYSTEM
COMPARATIVE STATEMENT OF FINANCIAL POSITION
General Fund as of September 30, 2022**

	<i>HISTORICAL</i> 10/31/2021	<i>HISTORICAL</i> 11/30/2021	<i>HISTORICAL</i> 12/31/2021	<i>HISTORICAL</i> 1/31/2022	<i>HISTORICAL</i> 2/28/2022	<i>HISTORICAL</i> 3/31/2022	<i>HISTORICAL</i> 4/30/2022	<i>HISTORICAL</i> 5/31/2022	<i>HISTORICAL</i> 6/30/2022	<i>HISTORICAL</i> 7/31/2022	<i>HISTORICAL</i> 8/31/2022	<i>CURRENT</i> 9/30/2022
ASSETS												
Current Assets												
Cash	\$ 15,190,579	\$ 2,589,527	\$ 1,043,643	\$ 27,277	\$ 1,153,585	\$ 2,165,105	\$ 17,304,332	\$ 4,088,315	\$ 624,285	\$ 10,021,029	\$ 10,484,145	\$ 7,350,262
Investments	\$ 5,701,546	\$ 15,210,131	\$ 9,480,219	\$ 7,670,814	\$ 4,361,619	\$ 2,570,219	\$ 871,292	\$ 14,721,292	\$ 15,492,423	\$ 12,961,603	\$ 9,882,917	\$ 7,020,219
Accrued Interest on Investments	\$ 3,599	\$ 3,605	\$ 3,607	\$ 3,606	\$ 3,596	\$ 3,607	\$ 3,604	\$ 3,604	\$ 3,698	\$ 3,653	\$ 3,577	\$ 3,607
Deposits Refundable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Current Assets	\$ 20,895,724	\$ 17,803,264	\$ 10,527,468	\$ 7,701,697	\$ 5,518,800	\$ 4,738,930	\$ 18,179,227	\$ 18,813,211	\$ 16,120,405	\$ 22,986,284	\$ 20,370,638	\$ 14,374,088
TOTAL ASSETS	\$ 20,895,724	\$ 17,803,264	\$ 10,527,468	\$ 7,701,697	\$ 5,518,800	\$ 4,738,930	\$ 18,179,227	\$ 18,813,211	\$ 16,120,405	\$ 22,986,284	\$ 20,370,638	\$ 14,374,088
LIABILITIES												
Current Liabilities												
Warrants Payable*	\$ 2,533	\$ 2,533	\$ 2,533	\$ 34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Payable*	\$ 111	\$ 108	\$ 99	\$ (114)	\$ (75)	\$ 35	\$ 70	\$ 179	\$ 296	\$ (31)	\$ 534	\$ 639
Payroll Payable	\$ (1,286)	\$ (1,244)	\$ (1,244)	\$ (1,244)	\$ (1,244)	\$ (1,244)	\$ (1,244)	\$ (359)	\$ (359)	\$ (359)	\$ (359)	\$ (359)
Total Current Liabilities	\$ 1,358	\$ 1,397	\$ 1,387	\$ (1,324)	\$ (1,319)	\$ (1,208)	\$ (1,174)	\$ (180)	\$ (64)	\$ (390)	\$ 174	\$ 280
TOTAL LIABILITIES	\$ 1,358	\$ 1,397	\$ 1,387	\$ (1,324)	\$ (1,319)	\$ (1,208)	\$ (1,174)	\$ (180)	\$ (64)	\$ (390)	\$ 174	\$ 280
FUND BALANCE												
Reserve for Encumbrance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved Fund Balance	\$ 20,894,366	\$ 17,801,867	\$ 10,526,081	\$ 7,703,020	\$ 5,520,119	\$ 4,740,139	\$ 18,180,402	\$ 18,813,391	\$ 16,120,469	\$ 13,545,566	\$ 10,929,356	\$ 8,285,905
TOTAL FUND BALANCE	\$ 20,894,366	\$ 17,801,867	\$ 10,526,081	\$ 7,703,020	\$ 5,520,119	\$ 4,740,139	\$ 18,180,402	\$ 18,813,391	\$ 16,120,469	\$ 13,545,566	\$ 10,929,356	\$ 8,285,905
TOTAL LIABILITIES & FUND BALANCE	\$ 20,895,724	\$ 17,803,264	\$ 10,527,468	\$ 7,701,697	\$ 5,518,800	\$ 4,738,930	\$ 18,179,227	\$ 18,813,211	\$ 16,120,405	\$ 13,545,176	\$ 10,929,531	\$ 8,286,184
PROPERTY TAXES RECEIVABLE	\$ 3,570,533	\$ 917,725	\$ 709,292	\$ 43,677,382	\$ 42,950,149	\$ 40,900,205	\$ 23,852,374	\$ 20,427,400	\$ 20,210,428	\$ 20,073,192	\$ 19,868,561	\$ 19,250,444

* Does not include Munis payables
These will be applied to each month
prior to closing the fiscal year.

**PIERCE COUNTY LIBRARY SYSTEM
STATEMENT OF REVENUE & EXPENDITURES
For the Period Ending September 30, 2022**



<i>GENERAL FUND - 01</i>	2022 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Property Tax & Related Income	\$ 41,644,200	\$ 24,784,174	\$ -	\$ 16,860,026	60%
Other Revenue	\$ 1,109,500	\$ 548,335	\$ -	\$ 561,165	49%
TOTAL REVENUE	\$ 42,753,700	\$ 25,332,509	\$ -	\$ 17,421,191	59%
EXPENDITURES					
Personnel/Taxes and Benefits	\$ 28,919,400	\$ 20,133,365	\$ -	\$ 8,786,035	70%
Materials	\$ 4,307,500	\$ 2,873,534	\$ -	\$ 1,433,966	67%
Maintenance and Operations	\$ 7,253,600	\$ 4,569,804	\$ -	\$ 2,683,796	63%
Transfers Out & Reserves	\$ 2,273,200	\$ -	\$ -	\$ 2,273,200	0%
TOTAL EXPENDITURES	\$ 42,753,700	\$ 27,576,704	\$ -	\$ 15,176,996	65%
Excess/(Deficit)		\$ (2,244,194)			
Additional Transfers Out		-			
NET EXCESS (DEFICIT)		\$ (2,244,194)			

<i>CAPITAL IMPROVEMENT PROJECTS FUND - 30</i>	2022 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ 2,590,000	\$ -	\$ -	\$ 2,590,000	0%
Transfers In	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000	0%
Other Revenue	\$ -	\$ 33,970	\$ -	\$ (33,970)	-
TOTAL REVENUE	\$ 3,690,000	\$ 33,970	\$ -	\$ 3,656,030	1%
EXPENDITURES					
Capital Improvement Projects	\$ 3,690,000	\$ 777,552	\$ -	\$ 2,912,449	21%
TOTAL EXPENDITURES	\$ 3,690,000	\$ 777,552	\$ -	\$ 2,912,449	21%
Excess/(Deficit)		\$ (743,581)			
Additional Transfers In		-			
NET EXCESS (DEFICIT)		\$ (743,581)			

<i>DEBT SERVICE FUND - 20</i>	2022 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Investment Income	\$ -	\$ 632	\$ -	\$ (632)	-
TOTAL REVENUE	\$ -	\$ 632	\$ -	\$ (632)	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
NET EXCESS (DEFICIT)		\$ 632			

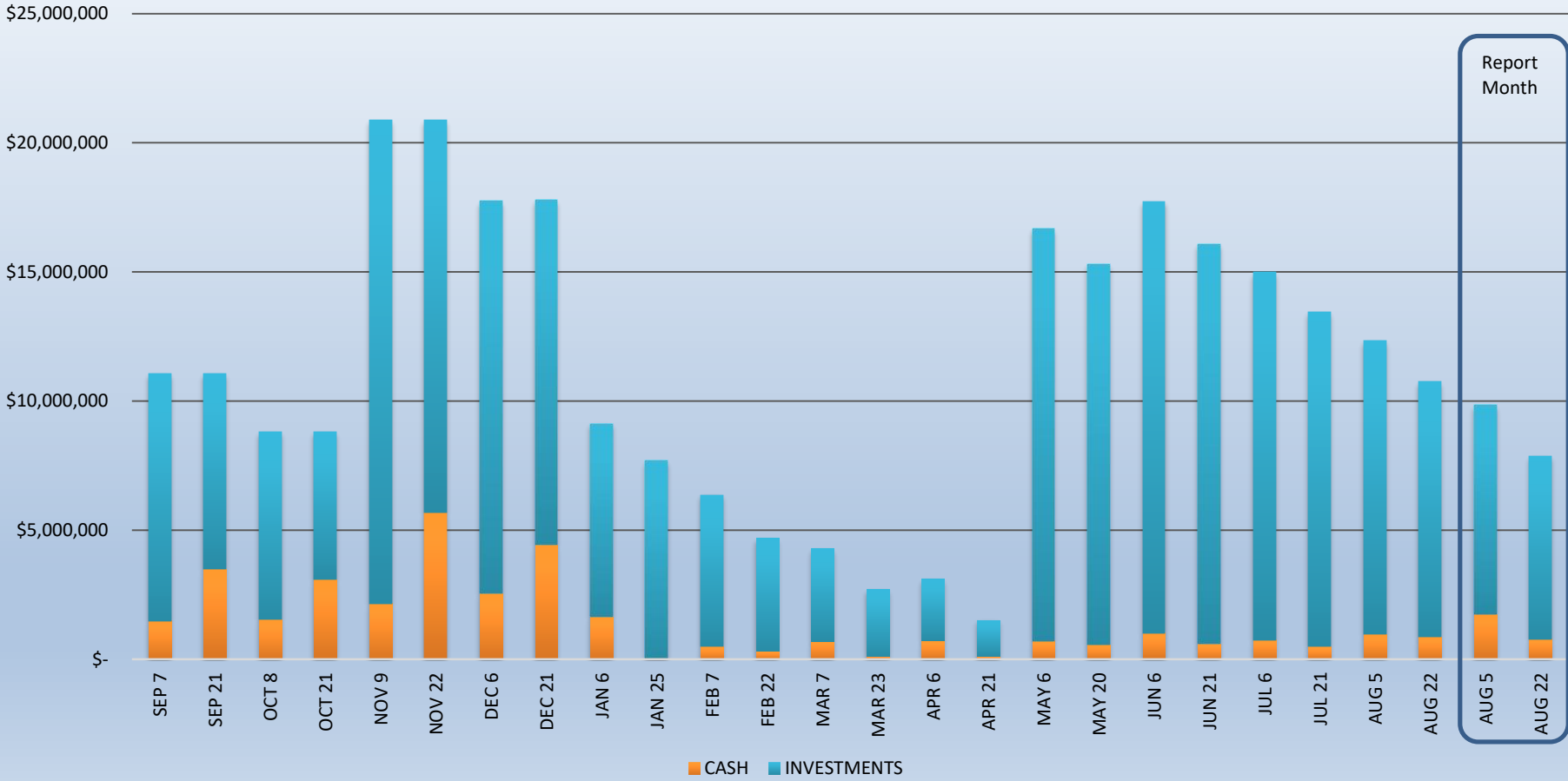
<i>SPECIAL PURPOSE FUND - 15</i>	2022 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUE	\$ -	\$ -	\$ -	\$ -	-
EXPENDITURES					
Special Purpose Programs & Projects	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
Excess/(Deficit)		\$ -			
Additional Transfers Out		\$ -			
NET EXCESS (DEFICIT)		\$ -			

<i>LEVY SUSTAINABILITY FUND - 16</i>	2022 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 83,220	\$ -	\$ (83,220)	-
TOTAL REVENUE	\$ -	\$ 83,220	\$ -	\$ (83,220)	-
EXPENDITURES					
Levy Sustainability Transfers	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
Excess/(Deficit)		\$ 83,220			
Additional Transfers Out		\$ -			
NET EXCESS (DEFICIT)		\$ 83,220			

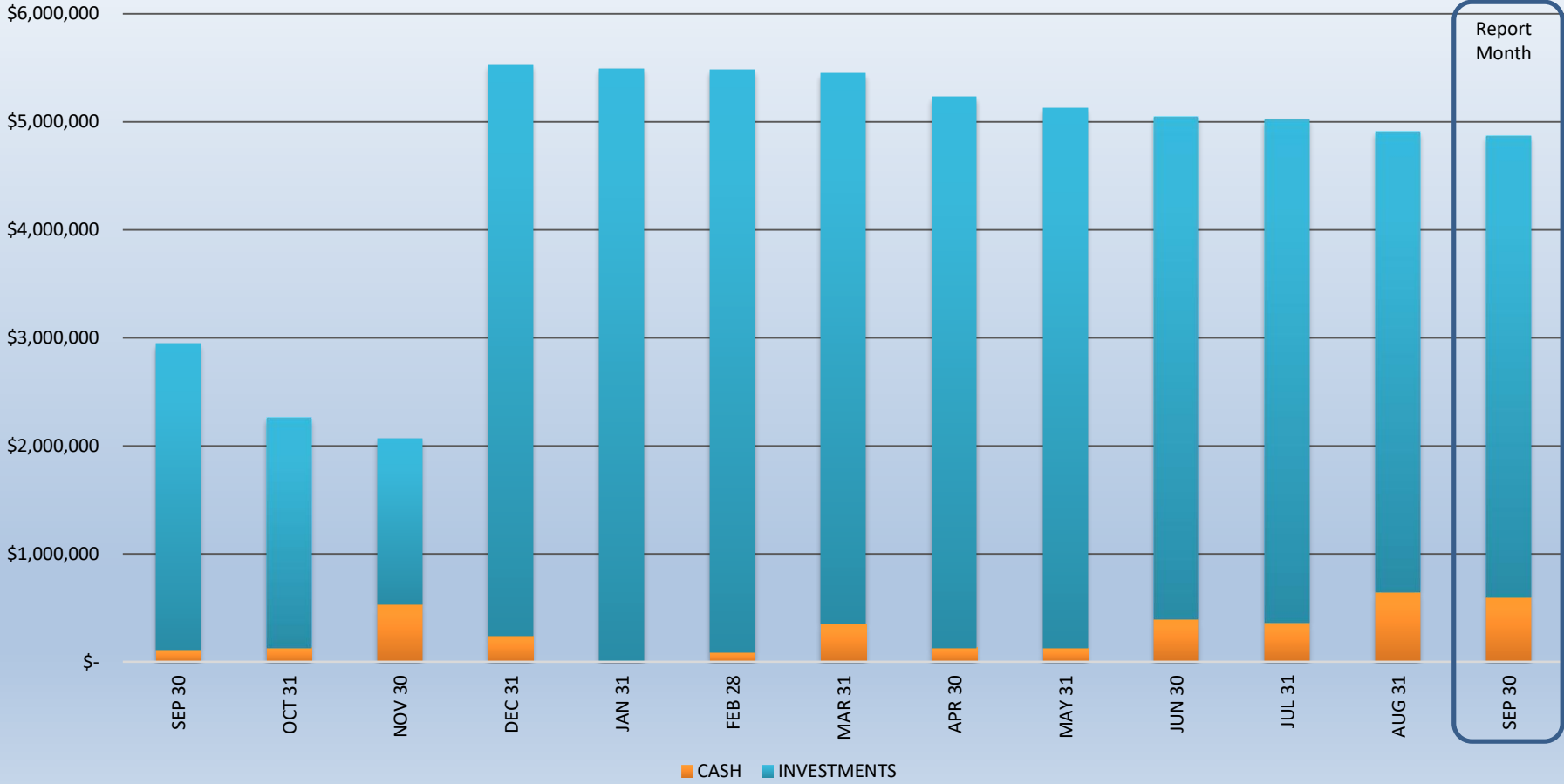
<i>ELECTION FUND - 17</i>	2022 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 8,366	\$ -	\$ (8,366)	-
TOTAL REVENUE	\$ -	\$ 8,366	\$ -	\$ (8,366)	-
EXPENDITURES					
Election Costs	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
Excess/(Deficit)		\$ 8,366			
Additional Transfers Out		\$ -			
NET EXCESS (DEFICIT)		\$ 8,366			

<i>PROPERTY AND FACILITY FUND - 18</i>	2022 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 25,214	\$ -	\$ (25,214)	-
TOTAL REVENUE	\$ -	\$ 25,214	\$ -	\$ (25,214)	-
EXPENDITURES					
Property and Facilities	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
Excess/(Deficit)		\$ 25,214			
Additional Transfers Out		\$ -			
NET EXCESS (DEFICIT)		\$ 25,214			

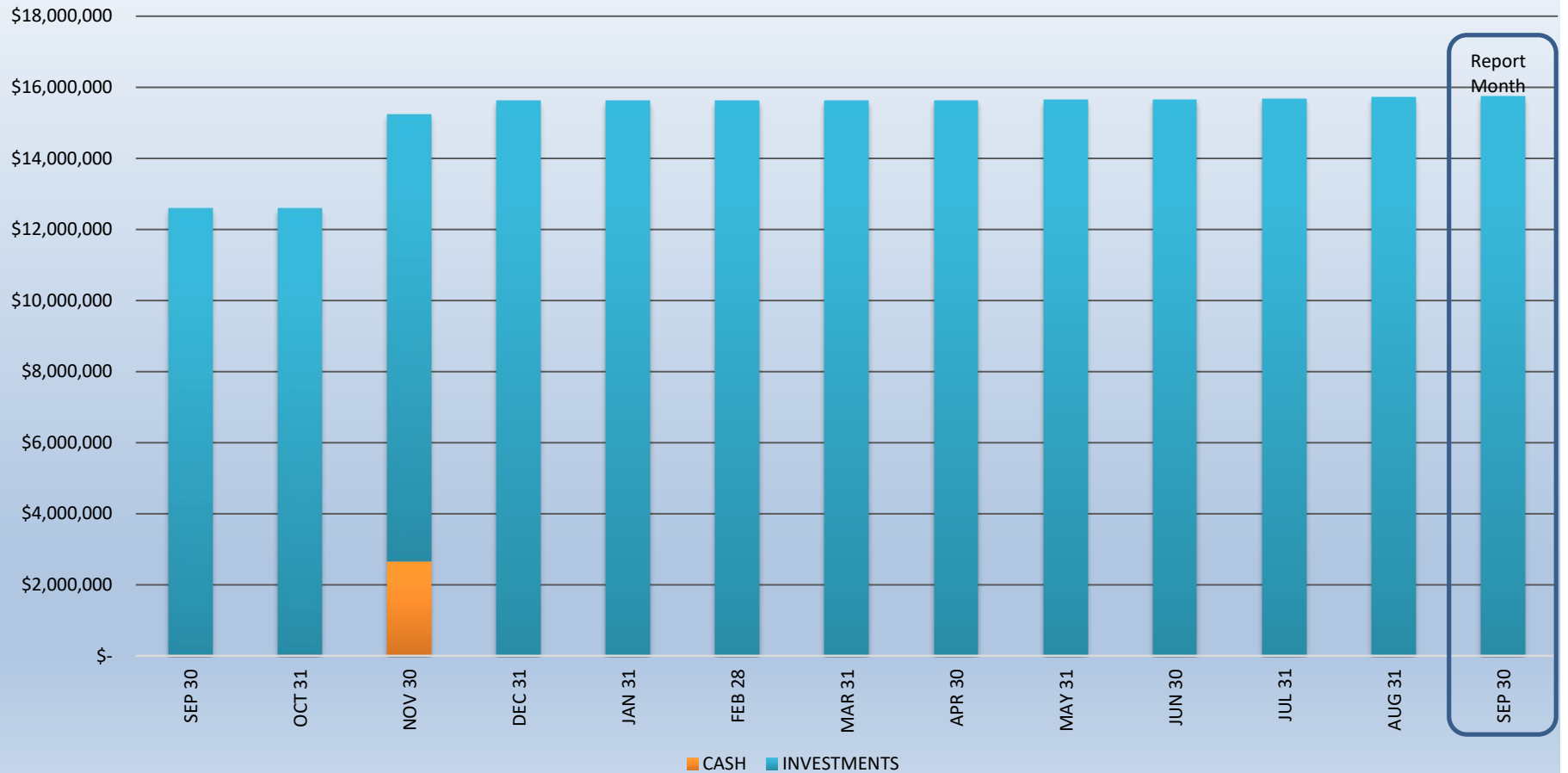
CASH & INVESTMENTS - SEMI-MONTHLY
2022 - GENERAL FUND
- 13 MONTHS MOVING -



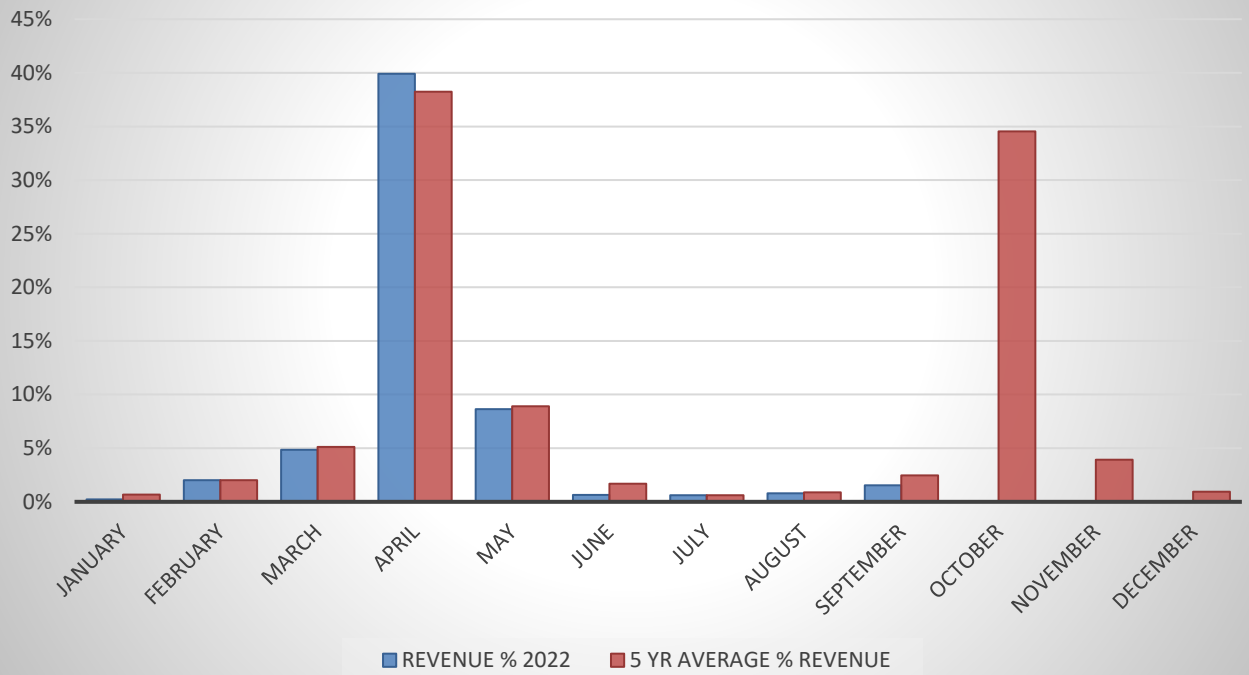
**CASH & INVESTMENTS - MONTHLY
2022 - CAPITAL IMPROVEMENT FUND
- 13 MONTHS MOVING -**



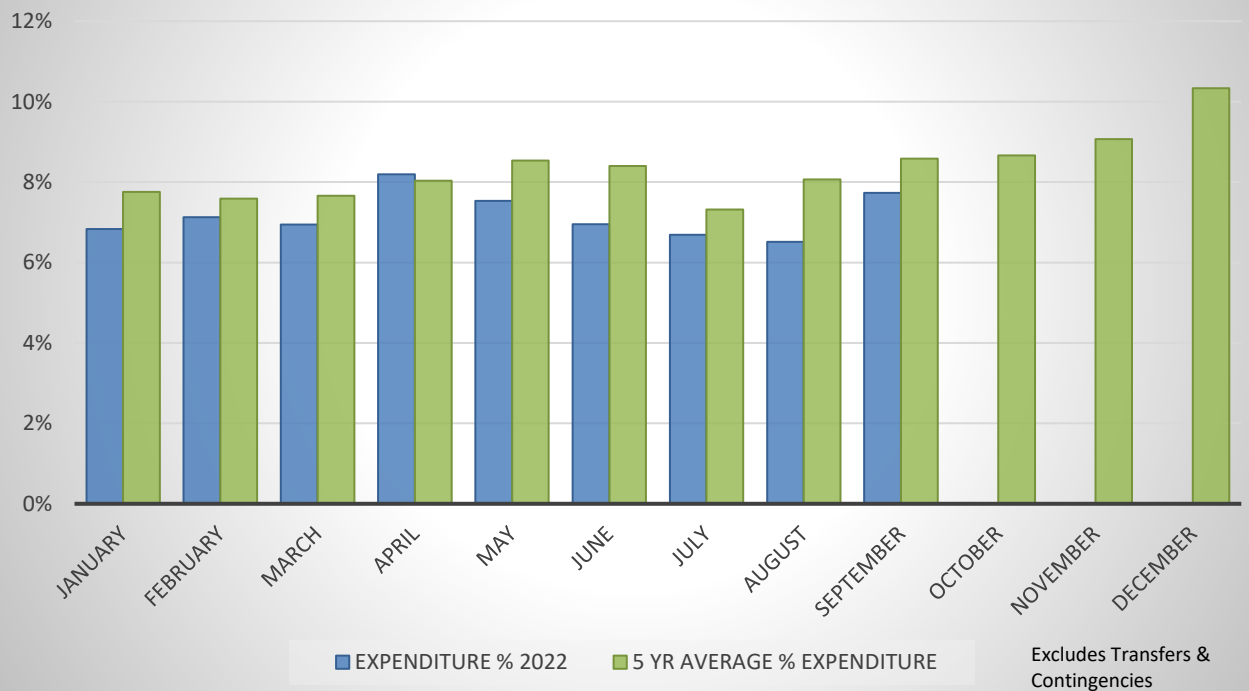
**CASH & INVESTMENTS - MONTHLY
2022 - SPECIAL REVENUE FUNDS COMBINED
- 13 MONTHS MOVING -**



GENERAL FUND - REVENUE TREND (%) THROUGH SEPTEMBER 2022



GENERAL FUND - EXPENDITURE TREND (%) THROUGH SEPTEMBER 2022



Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2022

FUND: GENERAL FUND (01)

Object	2022 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
31111 PROPERTY TAX--CURRENT	40,942,300.00	604,084.49	24,122,020.20	0.00	16,820,279.80	58.92
31112 PROPERTY TAX--DELINQUENT	517,900.00	14,939.43	397,083.76	0.00	120,816.24	76.67
31113 PROPERTY TAX--KING COUNTY	60,000.00	295.56	54,224.56	0.00	5,775.44	90.37
31130 SALE OF TAX TITLE PROPERTY	6,000.00	0.00	2,680.58	0.00	3,319.42	44.68
31720 LEASEHOLD EXCISE TAX	20,000.00	749.84	23,012.89	0.00	(3,012.89)	115.06
31740 TIMBER EXCISE TAX	63,000.00	0.00	35,313.66	0.00	27,686.34	56.05
TAXES:	41,609,200.00	620,069.32	24,634,335.65	0.00	16,974,864.35	59.20
33533 ST FOREST FUNDS/DNR TIMB TRST	15,000.00	797.14	10,483.12	0.00	4,516.88	69.89
34160 COPIER FEES	0.00	0.00	35.09	0.00	(35.09)	0.00
34161 GRAPHICS SERVICES CHARGES	7,500.00	0.00	3,743.10	0.00	3,756.90	49.91
34162 PRINTER FEES	10,000.00	1,051.63	7,620.08	0.00	2,379.92	76.20
34730 LIBRARY SERVICES FEES--ILL	0.00	0.00	159.50	0.00	(159.50)	0.00
35970 LIBRARY FINES	10,000.00	1,610.87	15,220.09	0.00	(5,220.09)	152.20
36110 INVESTMENT EARNINGS	20,000.00	17,076.20	79,854.55	0.00	(59,854.55)	399.27
36140 INTEREST INCOME--CONTRACTS & N	0.00	4.85	19.25	0.00	(19.25)	0.00
36200 RENTS AND LEASES--KPHC	1,000.00	0.00	0.00	0.00	1,000.00	0.00
36700 DONOR PROCEEDS--FOUNDATION	300,000.00	0.00	500.00	0.00	299,500.00	0.17
36720 DONOR REIMBURSEMENTS--FRIENDS	0.00	0.00	107.80	0.00	(107.80)	0.00
36725 DONATIONS--OTHER	0.00	0.00	279.00	0.00	(279.00)	0.00
36790 OPPORTUNITY DONATIONS	160,000.00	0.00	0.00	0.00	160,000.00	0.00
36910 SALE OF SURPLUS--GENERAL	2,000.00	0.00	25,965.14	0.00	(23,965.14)	1,298.26
36915 SALE OF SURPLUS--MATERIALS	4,000.00	0.00	41,783.89	0.00	(37,783.89)	1,044.60
36920 FOUND MONEY	0.00	0.00	105.88	0.00	(105.88)	0.00
36990 MISCELLANEOUS OTHER	0.00	0.00	667.65	0.00	(667.65)	0.00
36991 PAYMENT FOR LOST MATERIALS	10,000.00	159.90	624.86	0.00	9,375.14	6.25
36996 JURY DUTY REIMBURSEMENT	0.00	0.00	110.00	0.00	(110.00)	0.00
36998 ERATE REIMBURSEMENT	530,000.00	0.00	381,605.45	0.00	148,394.55	72.00
36999 PROCUREMENT CARD REBATES	75,000.00	0.00	69,474.87	0.00	5,525.13	92.63
CHARGES OTHER:	1,144,500.00	20,700.59	638,359.32	0.00	506,140.68	55.78
39510 PROCEEDS FROM SALES OF CAPITAL	0.00	21,804.86	59,481.33	0.00	(59,481.33)	0.00
53450 MAGAZINES	0.00	0.00	333.05	0.00	(333.05)	0.00
NEED A CATEGORY	0.00	0.00	333.05	0.00	(333.05)	0.00
TOTAL FOR REVENUE ACCOUNTS	42,753,700.00	662,574.77	25,332,509.35	0.00	17,421,190.65	59.25
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	22,119,900.00	1,665,038.44	15,083,655.41	0.00	7,036,244.59	68.19
51105 ADDITIONAL HOURS	52,000.00	0.00	0.00	0.00	52,000.00	0.00
51106 SHIFT DIFFERENTIAL	199,100.00	11,024.86	107,652.94	0.00	91,447.06	54.07
51107 SUBSTITUTE HOURS	12,000.00	1,164.56	7,492.44	0.00	4,507.56	62.44
51109 TUITION ASSISTANCE	12,000.00	1,780.47	8,881.09	0.00	3,118.91	74.01
51200 OVERTIME WAGES	19,100.00	0.00	13.89	0.00	19,086.11	0.07
51999 ADJ WAGE/SALARY TO MATCH PLAN	(781,900.00)	0.00	0.00	0.00	(781,900.00)	0.00
52001 INDUSTRIAL INSURANCE	204,800.00	9,313.78	83,881.10	0.00	120,918.90	40.96
52002 MEDICAL INSURANCE	2,929,100.00	196,078.70	1,929,503.64	0.00	999,596.36	65.87
52003 FICA	1,708,300.00	124,780.19	1,126,614.08	0.00	581,685.92	65.95
52004 RETIREMENT	2,302,000.00	170,517.75	1,506,408.58	0.00	795,591.42	65.44

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2022

FUND: GENERAL FUND (01)

Object	2022 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
52005 DENTAL INSURANCE	252,400.00	17,491.13	163,658.60	0.00	88,741.40	64.84
52006 OTHER BENEFIT	30,800.00	1,218.90	13,776.90	0.00	17,023.10	44.73
52010 LIFE AND DISABILITY INSURANCE	93,600.00	6,676.61	62,991.87	0.00	30,608.13	67.30
52020 UNEMPLOYMENT/ PAID FML INSURANCE	30,000.00	0.00	14,565.36	0.00	15,434.64	48.55
52021 PAID FML INSURANCE	0.00	2,682.84	24,269.30	0.00	(24,269.30)	0.00
52999 ADJ BENEFITS TO MATCH PLAN	(263,800.00)	0.00	0.00	0.00	(263,800.00)	0.00
PERSONNEL	28,919,400.00	2,207,768.23	20,133,365.20	0.00	8,786,034.80	69.62
53100 OFFICE/OPERATING SUPPLIES--DEP	82,000.00	9,994.45	71,859.83	0.00	10,140.17	87.63
53102 OFFICE/OPERATING SUPPLIES--SUP	90,500.00	221.95	3,899.19	0.00	86,600.81	4.31
53104 OFFICE/OPERATING SUPPLIES--PUB	262,000.00	2,328.28	40,950.62	0.00	221,049.38	15.63
53110 CUSTODIAL SUPPLIES	85,000.00	5,880.52	81,537.03	0.00	3,462.97	95.93
53120 MAINTENANCE SUPPLIES	35,000.00	2,966.80	24,604.55	0.00	10,395.45	70.30
53130 MATERIAL PROCESSING SUP	17,100.00	0.00	6,830.47	0.00	10,269.53	39.94
53140 TRAINING SUPPLIES	0.00	0.00	1,041.73	0.00	(1,041.73)	0.00
53199 FOUNDATION PASSTHROUGH-SUP	0.00	1,495.45	73,264.12	0.00	(73,264.12)	0.00
53200 FUEL	50,000.00	4,714.68	35,069.56	0.00	14,930.44	70.14
53400 MATERIALS COLLECTION	60,000.00	0.00	(532.31)	0.00	60,532.31	(0.89)
53401 ADULT AV - CDS	40,000.00	4,721.03	28,575.88	0.00	11,424.12	71.44
53402 ADULT AV - DVD	320,000.00	26,959.02	204,338.18	0.00	115,661.82	63.86
53403 PERIODICALS {{OLD}}	0.00	0.00	(281.68)	0.00	281.68	0.00
53404 ADULT AV AUDIOBOOKS	25,000.00	269.54	10,140.49	0.00	14,859.51	40.56
53405 ADULT BOOK CLUB KITS	3,500.00	326.32	755.16	0.00	2,744.84	21.58
53406 ADULT FICTION	240,000.00	27,868.61	206,573.52	0.00	33,426.48	86.07
53408 ADULT LARGE PRINT	50,000.00	4,143.69	30,292.37	0.00	19,707.63	60.58
53409 ADULT LUCKY DAY	50,000.00	2,969.86	32,554.92	0.00	17,445.08	65.11
53410 ADULT NONFICTION	300,000.00	20,032.46	199,425.80	0.00	100,574.20	66.48
53411 ADULT PAPERBACKS	20,000.00	118.28	2,403.65	0.00	17,596.35	12.02
53413 ADULT REFERENCE	5,000.00	0.00	4,625.86	0.00	374.14	92.52
53414 ADULT YA FICTION	60,000.00	2,252.03	30,279.89	0.00	29,720.11	50.47
53415 ADULT YA GRAPHIC NOVELS	25,000.00	2,445.03	18,691.35	0.00	6,308.65	74.77
53416 ADULT YA NONFICTION	10,000.00	303.51	11,277.74	0.00	(1,277.74)	112.78
53417 ADULT AV - DVDNF	40,000.00	4,337.16	22,237.69	0.00	17,762.31	55.59
53418 ADULT GRAPHIC NOVELS	15,000.00	1,172.61	11,757.04	0.00	3,242.96	78.38
53421 CHILDREN'S STANDING ORDERS	25,000.00	4,365.65	21,361.00	0.00	3,639.00	85.44
53422 CHILDREN'S BOOK CLUB KITS	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53423 CHILDREN'S COMIC BOOKS	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53424 CHILDREN'S EARLY LEARNING	5,000.00	146.97	4,138.78	0.00	861.22	82.78
53425 CHILDREN'S FICTION	175,000.00	11,018.66	126,355.72	0.00	48,644.28	72.20
53426 CHILDREN'S GRAPHIC NOVELS	25,000.00	3,408.81	33,106.62	0.00	(8,106.62)	132.43
53427 CHILDREN'S NONFICTION	135,000.00	5,171.80	76,436.12	0.00	58,563.88	56.62
53428 CHILDREN'S SCIENCE TO GO	4,000.00	0.00	0.00	0.00	4,000.00	0.00
53429 CHILDREN'S STORYTIME	2,500.00	129.72	1,081.14	0.00	1,418.86	43.25
53430 DATABASES	465,000.00	0.00	323,195.33	0.00	141,804.67	69.50
53440 EBOOK - REFERENCE	2,500.00	0.00	0.00	0.00	2,500.00	0.00
53441 EBOOKS	800,000.00	375,153.44	753,000.09	0.00	46,999.91	94.13
53442 EDOWNLOADABLE AUDIO	700,000.00	134,244.13	396,506.30	0.00	303,493.70	56.64
53443 ESTREAMING BOOKS	10,000.00	0.00	0.00	0.00	10,000.00	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2022

FUND: GENERAL FUND (01)

Object	2022 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
53444 EHOSTING FEES	15,000.00	0.00	12,000.00	0.00	3,000.00	80.00
53445 EMAGAZINES	50,000.00	0.00	45,000.00	0.00	5,000.00	90.00
53446 ONLINE BOOK CLUBS	7,500.00	0.00	10,547.22	0.00	(3,047.22)	140.63
53447 EVIDEO	150,000.00	0.00	0.00	0.00	150,000.00	0.00
53448 ESTREAMING FILMS	0.00	27,000.00	27,000.00	0.00	(27,000.00)	0.00
53450 MAGAZINES	60,000.00	699.04	79,780.49	0.00	(19,780.49)	132.97
53460 VENDOR PROCESSING	160,000.00	8,413.22	65,551.60	0.00	94,448.40	40.97
53464 VENDOR PROCESSING SERVICES	10,000.00	1,876.80	5,537.80	0.00	4,462.20	55.38
53467 OCLC BIBLIOGRAPHIC SERVICES	35,000.00	0.00	0.00	0.00	35,000.00	0.00
53468 OCLC RESOURCE SHARING SERVICES	20,000.00	0.00	0.00	0.00	20,000.00	0.00
53470 WORLD - ADULT SPANISH	15,000.00	327.74	12,609.74	0.00	2,390.26	84.06
53471 WORLD - CHILDREN'S SPANISH	7,500.00	1,102.88	5,284.49	0.00	2,215.51	70.46
53472 WORLD - CHINESE	10,000.00	0.00	5,418.00	0.00	4,582.00	54.18
53473 WORLD - DVD	7,500.00	0.00	0.00	0.00	7,500.00	0.00
53474 WORLD - GERMAN	7,500.00	0.00	5,516.03	0.00	1,983.97	73.55
53475 WORLD - JAPANESE	5,000.00	0.00	594.00	0.00	4,406.00	11.88
53476 WORLD - KOREAN	20,000.00	0.00	8,162.00	0.00	11,838.00	40.81
53477 WORLD - TAGALOG	15,000.00	2,640.00	6,850.80	0.00	8,149.20	45.67
53478 WORLD - VIETNAMESE	7,500.00	0.00	5,148.00	0.00	2,352.00	68.64
53479 WORLD - RUSSIAN	20,000.00	0.00	3,597.00	0.00	16,403.00	17.99
53480 WORLD - SAMOAN	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53481 YOUTH CHILDREN'S AUDIO BOOKS	25,000.00	734.52	15,349.55	0.00	9,650.45	61.40
53482 YOUTH DVD - FTY	30,000.00	1,461.05	10,957.99	0.00	19,042.01	36.53
53483 YOUTH YA AUDIO BOOKS	2,500.00	0.00	0.00	0.00	2,500.00	0.00
53500 MINOR EQUIPMENT	29,000.00	0.00	6,504.90	0.00	22,495.10	22.43
53502 TECHNOLOGY HARDWARE--PUBLIC	200,000.00	469.73	249,730.58	0.00	(49,730.58)	124.87
53503 TECHNOLOGY HARDWARE--STAFF	202,500.00	136.43	176,992.52	0.00	25,507.48	87.40
53504 TECHNOLOGY HARDWARE--GENERAL	40,000.00	0.00	0.00	0.00	40,000.00	0.00
53505 SOFTWARE/LICENSES/HOST--APPS	518,500.00	3,775.16	392,228.73	0.00	126,271.27	75.65
53506 SOFTWARE/LICENSES/HOST--INFRA	393,000.00	1,663.40	200,241.50	0.00	192,758.50	50.95
53510 FURNISHINGS--PUBLIC	50,000.00	0.00	1,137.51	0.00	48,862.49	2.28
53515 FURNISHINGS--STAFF	64,500.00	127.59	38,851.94	0.00	25,648.06	60.24
54100 INDEPENDENT CONTRACTORS	280,000.00	15,064.11	158,986.32	0.00	121,013.68	56.78
54110 PERFORMER SERVICES	38,000.00	500.00	16,715.00	0.00	21,285.00	43.99
54120 CONTRACTUAL SERVICES	457,000.00	25,689.97	287,887.93	0.00	169,112.07	63.00
54140 DATA SERVICES	4,500.00	678.28	4,747.84	0.00	(247.84)	105.51
54150 LEGAL SERVICES	40,000.00	5,294.00	69,522.50	0.00	(29,522.50)	173.81
54162 BIBLIOGRAPHIC & RELATED SERVIC	0.00	0.00	54,646.48	0.00	(54,646.48)	0.00
54163 PRINTING AND BINDING	26,000.00	0.00	2,267.45	0.00	23,732.55	8.72
54165 ILL LOST ITEM CHARGE	1,500.00	43.58	2,195.17	0.00	(695.17)	146.34
54200 POSTAGE	61,500.00	8.95	45,135.92	0.00	16,364.08	73.39
54201 SHIPPING	20,000.00	220.71	8,872.59	0.00	11,127.41	44.36
54210 TELECOM SERVICES--PHONES	50,000.00	1,451.67	68,191.91	0.00	(18,191.91)	136.38
54211 TELECOM SERVICES--CELLPHONES	100,000.00	6,591.62	58,206.08	0.00	41,793.92	58.21
54212 TELECOM SERVICES--INTERNET	667,000.00	54,573.31	502,387.93	0.00	164,612.07	75.32
54300 TRAVEL AND TOLLS	41,500.00	2,446.22	32,524.57	0.00	8,975.43	78.37
54301 MILEAGE REIMBURSEMENTS	51,000.00	3,222.97	22,958.66	0.00	28,041.34	45.02
54400 ADVERTISING	135,000.00	11,373.86	93,727.68	0.00	41,272.32	69.43

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2022

FUND: GENERAL FUND (01)

Object	2022 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
54501 RENTALS/LEASES--BUILDINGS	493,500.00	166,267.84	553,515.09	0.00	(60,015.09)	112.16
54502 RENTALS/LEASES--EQUIPMENT	189,600.00	11,051.99	153,590.09	0.00	36,009.91	81.01
54600 INSURANCE	300,000.00	27.67	(8,798.33)	0.00	308,798.33	(2.93)
54700 ELECTRICITY	265,000.00	12,647.88	207,877.35	0.00	57,122.65	78.44
54701 NATURAL GAS	12,000.00	92.20	11,025.88	0.00	974.12	91.88
54702 WATER	30,000.00	7,781.22	27,891.30	0.00	2,108.70	92.97
54703 SEWER	34,000.00	2,876.55	27,752.60	0.00	6,247.40	81.63
54704 REFUSE	36,000.00	4,931.32	38,354.22	0.00	(2,354.22)	106.54
54800 GENERAL REPAIRS/MAINTENANCE	251,500.00	50,112.56	401,700.75	0.00	(150,200.75)	159.72
54801 CONTRACTED MAINTENANCE	503,000.00	3,050.47	132,761.46	0.00	370,238.54	26.39
54805 VEHICLE REPAIR AND MAINTENANCE	65,000.00	745.26	26,591.72	0.00	38,408.28	40.91
54810 IT SYSTEMS MAINTENANCE--APPS	8,000.00	0.00	150.00	0.00	7,850.00	1.88
54811 IT SYSTEMS MAINTENANCE--INFRA	80,000.00	0.00	0.00	0.00	80,000.00	0.00
54900 INDIVIDUAL REGISTRATIONS	87,000.00	1,280.00	37,265.03	0.00	49,734.97	42.83
54901 ORGANIZATIONAL REGISTRATIONS	1,500.00	25.00	185.00	0.00	1,315.00	12.33
54902 DUES AND MEMBERSHIPS	44,000.00	500.00	36,182.59	0.00	7,817.41	82.23
54904 LICENSES	6,500.00	0.00	815.50	0.00	5,684.50	12.55
54905 FEES	42,000.00	231.15	11,170.42	0.00	30,829.58	26.60
54906 TAXES AND ASSESSMENTS	44,000.00	0.00	46,355.58	0.00	(2,355.58)	105.35
54911 FOUNDATION IMPACT PROJECTS	93,500.00	0.00	23,858.45	0.00	69,641.55	25.52
54912 CONTINGENCY	575,400.00	0.00	0.00	0.00	575,400.00	0.00
54998 US BANK CLEARING	0.00	0.00	7,939.06	0.00	(7,939.06)	0.00
54999 MISCELLANEOUS	0.00	0.00	234.66	0.00	(234.66)	0.00
59712 TRANSFERS OUT--FUTURE LAND, PR	1,173,200.00	0.00	0.00	0.00	1,173,200.00	0.00
59730 TRANSFERS OUT--CAPITAL PROJECT	1,100,000.00	0.00	0.00	0.00	1,100,000.00	0.00
ALL OTHER EXPENSES	13,834,300.00	1,098,368.38	7,443,338.59	0.00	6,390,961.41	53.80
NEED A CATEGORY	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	42,753,700.00	3,306,136.61	27,576,703.79	0.00	15,176,996.21	64.50
NET SURPLUS / DEFICIT	0.00	(2,643,561.84)	(2,244,194.44)	0.00	2,244,194.44	0.00

FUND: SPECIAL PURPOSE FUND (15)

Object	2022 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
CHARGES OTHER:	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	0.00	0.00	0.00	0.00	0.00
EXPENSE ACCOUNTS						
ALL OTHER EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00
NEED A CATEGORY	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	0.00	0.00	0.00	0.00	0.00	0.00
NET SURPLUS / DEFICIT	0.00	0.00	0.00	0.00	0.00	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2022

FUND: LEVY SUSTAINABILITY FUND (16)

Object	2022 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
36110 INVESTMENT EARNINGS	0.00	23,458.92	83,219.54	0.00	(83,219.54)	0.00
CHARGES OTHER:	0.00	23,458.92	83,219.54	0.00	(83,219.54)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	23,458.92	83,219.54	0.00	(83,219.54)	0.00
NET SURPLUS / DEFICIT	0.00	23,458.92	83,219.54	0.00	(83,219.54)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2022

FUND: ELECTION FUND (17)

Object	2022 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
36110 INVESTMENT EARNINGS	0.00	2,358.82	8,366.37	0.00	(8,366.37)	0.00
CHARGES OTHER:	0.00	2,358.82	8,366.37	0.00	(8,366.37)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	2,358.82	8,366.37	0.00	(8,366.37)	0.00
NET SURPLUS / DEFICIT	0.00	2,358.82	8,366.37	0.00	(8,366.37)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2022

FUND: PROPERTY AND FACILITY FUND (18)

Object	2022 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
36110 INVESTMENT EARNINGS	0.00	7,108.78	25,213.86	0.00	(25,213.86)	0.00
CHARGES OTHER:	0.00	7,108.78	25,213.86	0.00	(25,213.86)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	7,108.78	25,213.86	0.00	(25,213.86)	0.00
NET SURPLUS / DEFICIT	0.00	7,108.78	25,213.86	0.00	(25,213.86)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2022

FUND: DEBT SERVICE FUND (20)

Object	2022 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
36110 INVESTMENT EARNINGS	0.00	177.58	631.51	0.00	(631.51)	0.00
CHARGES OTHER:	0.00	177.58	631.51	0.00	(631.51)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	177.58	631.51	0.00	(631.51)	0.00
NET SURPLUS / DEFICIT	0.00	177.58	631.51	0.00	(631.51)	0.00

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2022 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	2,590,000.00	0.00	0.00	0.00	2,590,000.00	0.00
36110 INVESTMENT EARNINGS	0.00	8,948.26	33,970.01	0.00	(33,970.01)	0.00
CHARGES OTHER:	2,590,000.00	8,948.26	33,970.01	0.00	2,556,029.99	1.31
39700 TRANSFERS IN	1,100,000.00	0.00	0.00	0.00	1,100,000.00	0.00
TOTAL FOR REVENUE ACCOUNTS	3,690,000.00	8,948.26	33,970.01	0.00	3,656,029.99	0.92
EXPENSE ACCOUNTS						
53500 MINOR EQUIPMENT	0.00	0.00	4,775.32	0.00	(4,775.32)	0.00
53510 FURNISHINGS--PUBLIC	50,000.00	0.00	0.00	0.00	50,000.00	0.00
53515 FURNISHINGS--STAFF	100,000.00	0.00	(307.05)	0.00	100,307.05	(0.31)
54100 INDEPENDENT CONTRACTORS	250,000.00	0.00	13,401.88	0.00	236,598.12	5.36
54120 CONTRACTUAL SERVICES	675,000.00	49,626.55	210,216.84	0.00	464,783.16	31.14
54150 LEGAL SERVICES	0.00	0.00	44,076.00	0.00	(44,076.00)	0.00
54160 ARCHITECTURAL/ENGR SERVICES	0.00	18,730.80	70,919.55	0.00	(70,919.55)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	0.00	0.00	1,021.52	0.00	(1,021.52)	0.00
54905 FEES	0.00	0.00	1,692.00	0.00	(1,692.00)	0.00
54912 CONTINGENCY	250,000.00	0.00	0.00	0.00	250,000.00	0.00
56201 BUILDING IMPROVEMENTS/REFRESHE	400,000.00	0.00	0.00	0.00	400,000.00	0.00
56220 ELECTRICAL	75,000.00	0.00	0.00	0.00	75,000.00	0.00
56250 ROOFING	0.00	0.00	27,959.61	0.00	(27,959.61)	0.00
56270 DOORS	75,000.00	0.00	0.00	0.00	75,000.00	0.00
56310 PARKING LOT REPAIR & IMPROVEMENT	100,000.00	2,000.00	28,000.00	0.00	72,000.00	28.00
56400 MACHINERY & MAJOR EQUIPMENT	1,050,000.00	0.00	61,601.05	0.00	988,398.95	5.87
56410 VEHICLES	300,000.00	47,037.11	46,501.92	0.00	253,498.08	15.50
56420 HVAC AND MECHANICALS	120,000.00	0.00	121,000.00	0.00	(1,000.00)	100.83
56430 TECHNOLOGY EQUIPMENT	245,000.00	0.00	146,692.86	0.00	98,307.14	59.87
TOTAL FOR EXPENSE ACCOUNTS	3,690,000.00	117,394.46	777,551.50	0.00	2,912,448.50	21.07
NET SURPLUS / DEFICIT	0.00	(108,446.20)	(743,581.49)	0.00	743,581.49	0.00

MEMO



Date: October 24, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Public Services Deputy Director Connie Behe
Customer Experience Directors Kayce Hall and Alison Eckes

Subject: Public Services Report – October

Customer Experiences

A young customer visited the Graham Library with his mom and sibling, and signed up for his very first library card. He immediately asked if we had any Coyote Peterson's books. As we pulled the book from the shelf he exclaimed "THAT IS THE ONE HE SHOWS ON TV!" The young boy continued to browse and chose a few more books to add to his stack.

Graham staff created displays for Banned Books Week for all age levels, Clerks did a spectacular job keeping them well stocked. Our Youth Librarian also created a display for Bethel School district Battle of the Books for both Elementary & Middle School. Students have already been taking advantage of the availability of those books and requesting holds for the titles we do not currently have checked in.

Serving ALICE Households (Asset Limited, Income Constrained, Employed)

University Place Library staff provided some leftover Summer Reading Program books to counselor Alyshia Collins of Evergreen Primary, for students who may not be able to use the school library due to fines. From Alyshia: "The books are AMAZING!!! Thank you so much! The kids are going to love them." Staff also sent 100 welcome packets to a new apartment complex on Bridgeview Drive, to share with residents.

Initiatives Highlights

Learning was featured with "Back to School" displays and the "Tools for Students" and E-source flyers. One pot/ insta pot books were featured for easy meals for busy people. The featured recipe featured an easy make casserole.

Several Customer Experience Specialists began co-hosting a bilingual zoom pajama story time which have received positive feedback from families who have attended.

A customer came in and expressed appreciation for the adult take and make kits. She is a member of the Fife Public Arts Commission and loves the fact that we have been including art in everyday life. She especially appreciated the mini art show from August, as well as the Wee Felt Folks in September. She loves that we are exposing the customers to art, and creativity, especially in a time when there has not been a lot of positivity in the world.

Sketch Jam is a Teen Program that happens twice a month. During one of the programs, two teen users connected over their shared experiences being dyslexic and became friends. With our Teen Specialist, some of the teens discussed back to school study strategies for ADHD and neurodiverse student success. They all shared discussion on Special Interests, new books, teen council ideas, and DIY tutorial videos.

Operational Highlights

At Eatonville the new Children's Read Alongs (with MP3 players) are circulating well, and the Friends are sorting books and getting ready to reopen the lobby book sale soon.

Many Friends groups across the library system have begun to meet, restart ongoing book sales, and recruit new members. Friends are excited to be active in the library spaces again, and have the opportunity to meet in person.

Community Engagement Highlights

The successful Housing Help Pop-ups with partners Tacomaprobono and Pierce County Human Services ran out of rental assistance money in July. In order to keep this wonderful program going we changed it to Legal Help partnering with Tacomaaprobono who provide family law help with divorce, custody issues, and other family legal issues along with basic questions about eviction and landlord-tenant laws. We started events the first week of October and have already helped 40 people! We are so thankful for Tacomaprobono and grateful that we are able to bring this service to Pierce County Library customers.

Summit staff arranged to attend the annual Tacoma Down Syndrome Buddy Walk for the second year running. Youth Services staff also attended local back-to-school events at Clover Creek Elementary and Franklin Pierce High School and dropped off materials at the Franklin Pierce Family Resource Center.

Graham's Teen Specialist went to a Challenger HS Open House with staff from the Parkland Library. They gave away books and pre-packaged teen services programming info packs with a small sketch bookmark craft. They were able to connect with Bethel School District staff to plan future outreach opportunities including Participating in fun film trivia days at the school library.

Graham's Senior Librarian and Adult Librarian spoke at the Graham Kapowsin Senior Center. They shared databases that may be of interest and how to access them. They shared what free services the library has and what programming is available starting in October. Attendees asked lots of questions about book clubs, when they can once again donate books to the Friends, genealogy research.

A Fife Customer Experience Assistant helped a gentleman with building a resume. A few days ago, he stopped working at his most recent job, where he was employed for over a decade. He was an Environmental Specialist and had not prepared a resume in a long time. Staff showed him the available templates in Microsoft Word, and well as Brain Fuse resource (looked at the "chronological" sample). However, he was building it on another website, and needed to know what to write in various sections: i.e., "objective," "experience," "education," etc. Staff spent a good amount of time with him working on it. At the end, he printed several copies of the finished resume and was very thankful for the assistance he received. He said he would come tomorrow to start searching for jobs. A couple of days later he came back and said he got the job, making more money than he was in his last job!

Unfinished Business

MEMO



Date: November 1, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director

Subject: 2023 Board Meeting Calendar

In November, the Board of Trustees adopts a resolution scheduling its meetings for the next year. Attached is a proposed schedule of 2023 Board of Trustee meeting dates. Meetings are currently held on the second Wednesday of the month at 3:30 pm.

As of now, no Trustees have communicated to me a desire to change the day of the month or time of day that the meetings are held.

Trustees expressed an interest in holding some meetings in library branches in 2023 which can be arranged once the technical resources to meet the requirement of hybrid participation are acquired.

Motion: Approve Resolution 2022-13 setting the 2023 schedule of recurring meetings.

**PIERCE COUNTY LIBRARY SYSTEM
BOARD OF TRUSTEES**

2023 Meeting Schedule

Meetings are regularly scheduled at 3:30 pm on the second Wednesday of the month. The dates of the 2023 Board of Trustee meetings are as follows:

January 11
February 8
March 8
April 12
May 10
June 14
July 12
August 9
September 13
October 11
November 8
December 13

RESOLUTION NO. 2022-13

**A RESOLUTION OF THE BOARD OF TRUSTEES
OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT
TO SET THE 2023 SCHEDULE OF RECURRING MEETINGS**

WHEREAS, the Board of Trustees of the Pierce County Rural Library District must adopt a schedule of recurring meetings in compliance with Chapter 42.30 of the Revised Code of Washington, and

WHEREAS, the Board of Trustees intends to hold recurring meetings in the year 2023, now, therefore,

BE IT RESOLVED that in 2023, the Board of Trustees of the Pierce County Library System will meet on the second Wednesday of each month at 3:30 PM as per the attached schedule. Unless otherwise noted, the meetings will take place at the Administrative Center & Library, 3005 112th Street East, Tacoma, Washington, 98446.

DATED THIS 9TH DAY OF NOVEMBER, 2022

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Jamilyn Penn, Chair	_____
Pat Jenkins, Vice-Chair	_____
Neesha Patel, Member	_____
Abby Sloan, Member	_____
Pamela Duncan, Member	_____

MEMO



Date: October 28, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Mary Getchell, Marketing and Communications Director

Subject: Lakewood Library Building Community Advisory Committee October Meetings Update

The Lakewood Library Buildings Community Advisory Committee conducted its two final meetings of five planned meetings on October 4 and 26. All volunteer committee members attended the October 4 meeting and 10 of the 12 members and participated in discussions regarding building plans for Lakewood and Tillicum Pierce County libraries at the October 26 meeting.

At the October 4 meeting, an analyst with BERK Consulting presented information about the costs for the various scenarios for library buildings, in the City of Lakewood and its Tillicum neighborhood. In addition, a staff member from the City of Lakewood gave an overview about the city's historic building designation process. The bulk of the meeting centered on a framework and discussion to narrow the committee's individual values for a downtown Lakewood Library and a Tillicum neighborhood Library.

In addition to comments sent to the committee via email, the committee opted to hear comments from the public at its meetings. Two individuals gave comments at the October 4 meeting and two individuals gave comments at the October 26 meeting.

At the October 26 meeting, committee members discussed their values for quality library service, such as location and accessibility, sized for services important to the community, ability to offer contemporary library services, and flexibility to adapt space for future services. Participants gave studied and reflective input for the recommendations for the Lakewood and Tillicum libraries. By the conclusion of the meeting, the committee had honed its recommendations for both libraries.

Two representatives from the volunteer committee will present the Community Advisory Committee's recommendations to the Board of Trustees at a joint meeting with the Lakewood City Council on November 17, at 6 p.m., at the City Hall. The Board of Trustees will determine next steps, and committee members discussed this point, acknowledging their input is a recommendation to the Library's Board of Trustees who will have further and deeper information and responsibilities.

Following are the summaries from the October 4 and October 26 committee meetings.

Advisory Committee Meeting 4 Summary

October 4, 2022

Meeting Details

October 4th | 11:30 – 2:00 pm | Zoom

Objectives

The objectives of this Advisory Committee meeting were to:

- Review Evaluative Criteria and library options,
- Discuss initial recommendations, and
- Identify Advisory Committee representatives for presentation to Library Board and City Council.

Attendance

Advisory Committee in Attendance

David Anderson
Sherwanda Beck-Atkinson
Amelia Escobedo
Bob Estrada
Ron Irwin
Lianna Olds
Josette Parker
Darwin Peters II
Ginny Rawlings
Timothy Rhee
Chelsey Tschosik
Bob Warfield

City of Lakewood

Becky Newton, Economic Development Manager
Josh Kubitzka, Associate Planner

Pierce County Library System

Mary Getchell, Marketing and Communications
Director
Clifford Jo, Finance and Business Director

Consultant Team

Brian Murphy, BERK Consulting
Rebecca Fornaby, BERK Consulting
Katherine Goetz, BERK Consulting

Agenda

- Item 1: Welcome and Agenda Overview
- Item 2: Process and Feasibility of Historic Designation for Downtown Library
- Item 3: Discussion - Evaluation Criteria
- Item 4: Discussion - Initial Evaluation of Options
- Item 5: Next Steps and Meeting Close
- Item 6: Public Comment

Discussion Summary

Following each presentation summary below are bulleted comments and questions from Committee members. Where applicable, responses to each question are included in italics.

The [presentation](#) from this meeting can be found on the [project website](#) under "Project Documents."

Item 1: Welcome and Agenda Overview

Brian Murphy shared an overview of the Committee's charge, project schedule, and Downtown Library Update. Details are included in the [presentation slide deck](#).

Item 2: Process and Feasibility of Historic Designation for Downtown Library

Josh Kubitzka, Associate Planner with the City of Lakewood, provided an overview of the process and feasibility of historic and/or landmark designation for the existing Downtown Lakewood library. Details are included in the [presentation slide deck](#).

Comments / Questions:

- Is the Pierce County Library System the owner of the Downtown Lakewood building *and* property?
 - *Response: Yes, the Pierce County Library System owns the downtown Lakewood Library building and property.*

Item 3: CAC Discussion - Evaluation Criteria

Brian Murphy provided an overview of a draft evaluative framework for the Committee's decision-making process, the criteria for which include Service Suitability, Location, Practical Feasibility, and Cost. Details are included in the [presentation slide deck](#).

After this brief presentation, the Committee weighed in on which of the four criteria mattered most.

Comments / Questions:

- One CAC member noted that **Cost** is the most important criteria.
- Another stated that **Service Suitability** is the criteria most valued. "The services a library offers are the heart of why people use it."

- A CAC member noted that property ownership (under the **Practical Feasibility** criterium) transcends library services and encompasses senior services as well. The City of Lakewood should own both the library and senior center.
 - *Cliff from PCLS noted that the Library System owns the majority of its facilities (13), owns half of some of its properties (2), and leases the rest (4).*
- A CAC member noted that **cost**, specifically operating hours, is important, with several people asking if the library can extend its open hours. Tillicum has limited open hours yet they're supposed to be a fallback for Lakewood library users. Can we increase hours?
 - *Mary Getchell from PLCS responded that the Library System is always looking at the operating hours of all our locations. We're looking at what we can do to increase the hours at Tillicum.*
- A CAC member asked about the benefits of City vs. PCLS ownership vs. some combination?
 - *Cliff from PCLS noted that since the Facilities Master Plan developed in 2008-2009 and published in 2010, the Library System's approach has been to purchase property. One concern about not owning the land and building is that PCLS must coordinate with another entity to do major repairs and updates, which takes more time. There's also a chance the other organization could say no. PCLS leases when it can't secure land to purchase.*
- A CAC member asked if In any of these options, are we talking about the City of Lakewood owning the property?
 - *Response: We're considering PCLS being either the owner or leaseholder, not the City.*
- Other CAC members noted that **Service Suitability**, Operating Hours (**Cost**), and accessibility by foot or transit (**Location**) are priority criteria.

Item 4: Initial Evaluation of Options

Katherine Goetz provided an overview of options identified for considerations by the Committee in Meeting 3. Additional details are included in the [presentation slide deck](#). After this presentation, the Committee weighed in on their initial preferences for both the Downtown and Tillicum locations.

Downtown Library

Options

- Downtown A. Substantially renovate the existing building.
- Downtown B. Completely rebuild on the existing site.
- Downtown C. Build at another location: Seeley Lake.
- Downtown D. Build at another location: Other.
- Downtown E. Locate a library in the Towne Center, which may imply leasing.

Comments from Individual CAC Members

- I support **Downtown A**—I would love to see the building be historically marked and maintained. I'd like to see the church property purchased as well. If we couldn't save the building, my question would

be whether those funds go to only the Lakewood library or to the whole library system. For me, having a senior center would be beneficial, as would a place for children to go.

- *Response: PCLS has signed an agreement that obligates PCLS to use all proceeds from the potential sale of the current location—building and land—to be used solely for the benefit of the Lakewood community.*
- *Question: If expansion isn't possible, would you be comfortable with a recommendation to purchase a site nearby?*

- *Response from CAC member: Yes, assuming it's a larger building with a senior center included.*

- I support **Downtown A or C**, though for Option C I don't see how we would overcome the parking issue.
- I support **Downtown A** if we can make the building historical and the community is ok with the additional cost. If not, I support **Downtown B**. A new building may be more sustainable. I don't feel strongly that we need a larger space. I don't think the senior center should be a priority—if the space would support it, it could be included in a ballot for the community to decide.
 - *Response: There is currently no process underway to designate the building as historical. It's not a given that it would be granted historic status, particularly as it's been modified over the years.*
- I support **Downtown A** if we're only considering the existing location. If we were to find a new location, I would prefer a location that is as accessible as possible. I don't feel we should include space for a senior center because other age groups also need space. Have documents about existing building conditions been shared?
 - *Response: Yes, they are on the project website. Results of additional studies will be shared there as well.*
- My first choice is **Downtown A**. **Downtown B** is my second choice and **Downtown C** is my third choice. I don't support leasing for a library this large. Under the circumstances, the senior center needs to be a separate entity.
- **Downtown B**—if we rebuild, could we have underground parking to add space for other things? What does the Lakewood tax base want to spend? Could we add in retail/housing space for a mixed-use site?
- **Downtown B**—the population of Lakewood is growing with no indicator it's going to slow. We need to be adaptable. I have concerns about parking but understand there will be a follow up conversation. I don't think a senior center should be considered at this time. Focus on getting the library operational. I don't support leasing at Towne Center.
- **Downtown B**—it's the same price to rebuild as remodel.
- **Downtown B**. If a new location were to be found, access to public transit is key. I'm fine with including a senior center but it's not a priority.
- **Downtown B, D, or E**. If we go with B, I'm not in favor of incorporating community center. Would be open to it for D and E.

- **Downtown B.** The community deserves a new, modern library on the existing site. We should consider building up or underground.

Downtown Discussion Summary

- Six Committee members expressed an initial preference for **Downtown B: Completely rebuild on the existing site.**
- Five Committee members expressed an initial preference for **Downtown A: Substantially renovate the existing building,** with one of the five noting that if historic designation is not feasible, they would support Downtown B.
- Of the seven members who mentioned the senior center, one was in support of including a senior center, one was indifferent, and five stated that it was not a priority or were opposed.

Tillicum Library

Options

- Tillicum A. Renovate the existing building.
- Tillicum B. Build on the City-owned parcel.
- Tillicum C. Purchase property elsewhere and build a new library.

Comments from Individual CAC Members

- **Tillicum A.** Acquire the site and renovate the building.
- **Tillicum A.** Tillicum B is not a good option because there aren't sidewalks. Elementary school children use the current library and that wouldn't be safe. I'm also very interested in extending library hours.
- I support **Tillicum A** if we can continue partnership with Clover Park Tech.
- I support **Tillicum A** if we can expand the library and make it safer for school children to walk to the library.
- I support **Tillicum A** and expanding as much as possible. I would also hope Lakewood could own the building.
- I support **Tillicum A** assuming Lakewood can purchase the parcel. If we can't, I support working with owners to expand as much as possible.
- **Tillicum A.** I would like more info on making Tillicum C more feasible.
- I support **Tillicum A or B**—whichever is less expensive.
- I would like to explore **Tillicum B** if we can provide an accessibility solution. I am not in favor of building a larger library.

Tillicum Discussion Summary

- Seven members expressed preliminary support for **Tillicum A: Renovate the existing building.**
- One member expressed preliminary support for **Tillicum B: Build on the City-owned parcel** if accessibility can be improved.

- One member would support Tillicum A or B depending on which is less expensive.

Item 5: Next Steps and Meeting Close

At meeting 5 on October 26 at 10 am, the Committee will finalize recommendations and select two representatives to present findings at the Joint Library Board of Trustees and Lakewood City Council meeting on Thursday, November 17. Ginny and Darwin volunteered to serve in this capacity.

The meeting will start at 10:00 am. The meeting link for the public is

<https://us06web.zoom.us/j/84400013158>.

Public Comment

Based on a Committee vote in Meeting 3, members of the public were allowed to comment during the last portion of the agenda. Each commenter had up to three minutes to speak. Comments included:

- Behrooz Madjdi: “I worked more than half my career at Lakewood Library. Pierce County Library has not taken ownership of this fiasco that they’ve created. They have yet to say they made a mistake. I recommend that the City of Lakewood de-annex from PCLS. Ownership of the building will revert to the City of Lakewood. It will solve problem with Tillicum ownership as well. Library systems within city and county libraries are quite different. The nature of library services has changed enough that you don’t need that much space. In 5-6 years, 70-80% of materials will be digital. PCLS’s reputation is damaged so much that they won’t be able to get any kind of levy lid lift in the future. Break the connection with the library and re-start the process.”
- Karen Marie: “I’m a resident and homeowner in Lakewood. I walk by the library frequently. It’s alarming to see what’s happening in front of library. There is a sign stating there should be no camping or loitering. Please help me understand why there is no enforcement of the sign.”

Advisory Committee Meeting 5 Summary

November 1, 2022

Meeting Details

October 26th | 10:00 – 12:30 pm | Zoom

Objectives

The objectives of this Advisory Committee meeting were to:

- Finalize CAC recommendations.
- Confirm selection of CAC members to present recommendations to PCLS Board and Lakewood City Council.

Attendance

Advisory Committee in Attendance

David Anderson
Amelia Escobedo
Bob Estrada
Ron Irwin
Lianna Olds
Darwin Peters II
Ginny Rawlings
Timothy Rhee
Chelsey Tschosik
Bob Warfield

City of Lakewood

Becky Newton, Economic Development Manager

Pierce County Library System

Mary Getchell, Marketing and Communications
Director
Clifford Jo, Finance and Business Director

Consultant Team

Brian Murphy, BERK Consulting
Katherine Goetz, BERK Consulting

Agenda

- Item 1: Welcome and Agenda Overview
- Item 2: A Summary of What Matters Most
- Item 3: Discussion of Recommendations: Tillicum and Downtown
- Item 4: Next Steps and Meeting Close
- Item 5: Public Comment

Discussion Summary

Following each presentation summary below are bulleted comments and questions from Committee members. Where applicable, responses to each question are included in italics.

The [presentation](#) from this meeting can be found on the [project website](#) under "Project Documents."

Item 1: Welcome and Agenda Overview

Brian Murphy shared an overview of the Committee's charge, project schedule, and public comments received. Details are included in the [presentation slide deck](#).

Mary Getchell shared an update on the interim Downtown Library.

Item 2: A Summary of What Matters Most

Brian shared a summary of the priorities identified by the CAC and the community. These include having a library in Downtown and one in Tillicum, robust operating hours and sustainable maintenance, and partnerships with other providers. The CAC supports the capital investment needed, acknowledging that a capital funding bond will likely be required, with costs to taxpayers offset as much as possible via fundraising.

The criteria prioritized by the CAC are service suitability for contemporary library services, flexibility to adapt to future service models, accessibility by foot or transit, ownership of the building, affordable capital cost, and robust operating hours.

Comments / Questions:

- Regarding the annual cost to taxpayers, how many years would it take to pay for the projects?
 - *Response: Bonds would be financed for 20 years.*
- Are there other ways to fund the projects than relying on taxpayers?
 - *Response: PCLS would do fundraising and explore partnerships to share the cost.*
- What are the capital cost comparisons? For example, what does a new building cost compared to remodeling the existing building?
 - *Katherine Goetz shared the cost estimates from CAC Meeting #4.*

- More detail about the cost of renovation of the existing building would be helpful. More information about the lease at the interim location would also be helpful. PCLS could explore partnerships with senior service providers, if co-locating a senior community center is not feasible. The CAC acknowledges that final cost estimates are not necessarily known at this point.
 - *Response: Details on the existing building conditions and estimated costs are available on the project site. The timing of the interim location depends on the long-term plan for the Downtown Library. In its final report, the CAC would acknowledge the necessary investment, even if final costs are not yet known.*
- A gas station used to be on the site of the interim library. Is the site safe?
 - *Response: The owners who purchased the property from Chevron did further remediation at the site. PCLS had an environmental consultant review the reports and is confident the site is safe.*
- Is there a time limit on the lease for the interim site?
 - *PCLS does not have this information.*
- CAC members expressed support for the financial investment and note that if the community values the library, they will need to support it financially.

Item 3: Discussion of Recommendations: Tillicum and Downtown

Tillicum

Brian shared draft tiered recommendations based on what the CAC preferred, as well as some additional considerations as noted in the [presentation slide deck](#). Becky Newton shared potential accessibility and site improvements for the parcel owned by the City.

Comments / Questions:

- Location is the most important factor and compels a partnership with the owners of the current building. The City of Lakewood should take the lead on this. Tillicum is isolated and needs its own library.
- A suggestion was made to add a recommendation for the Library System to acquire a property where the library and other services could be co-located. Multiple CAC members supported this idea.
- Would PCLS have to pay for the property owned by the City?
 - *Response: The City of Lakewood has not determined how it would sell the property to PCLS.*
- Could the City sell the property it owns to support acquisition of another parcel?
 - *Response: The City could consider selling the property and purchasing another property. However, the City has not considered this as of yet.*
- Are there Garry Oaks on the property?
 - *Response: Yes. The layout of the building would determine if trees would need to be removed.*
- Are there any environmental concerns on the city-owned parcel?

- *Response: There is no contamination on the property. The sewer for the property runs along Union Avenue.*
- Partnerships would be valuable to the community, such as vocational training in partnership with Clover Park Technical College.
- This is an opportunity for the City to show interest in investing in Tillicum.
- One CAC member expressed interest in speeding up the process by using the land already owned by the City.
- Another CAC member noted that the city-owned parcel has good visibility, in comparison to the current library. More people would use it if it were along the main road.
- A CAC member chatted a request: Could staff get updated documents on the issues, if any, for surrounding buildings in Tillicum (already city owned) and Lakewood locations, and the interim location?
- **7 CAC members support the modified set of recommendations:**
 - If the property where the existing Tillicum Library is located can be acquired: The CAC recommends renovating the existing building or rebuilding on the existing site.
 - If this is not financially or practically feasible: The CAC recommends pursuing a location near the existing library.
 - If this is not financially or practically feasible: The CAC recommends building on the parcel currently owned by the City.
- **2 CAC members support having a library on the city-owned parcel because of its location and because it could accelerate the process.**

Downtown

Brian shared draft tiered recommendations based on what the CAC preferred, as well as some additional considerations as noted in the [presentation slide deck](#).

Comments / Questions:

- One member recommended building a new library over renovating the existing building.
- The current location is an ideal site. The City of Lakewood deserves a new, modern building, but it can be a smaller footprint. This would help alleviate concerns about parking. PCLS should consider building up.
- There is no way to resolve parking without replacing the building. It is recommended to replace the building to accommodate parking. The space could be used more efficiently.
- A CAC member made a recommendation to not include the discussion of co-location with a senior community center in the CAC's final report.
- A new library should try to retain some features of the current building.
- There is a concern there are no other viable sites in Downtown Lakewood.

- There is a concern that planning for space for a senior community center could take away from library space.
- Why does the City want to pursue senior center?
 - *Response: The City sees an opportunity to partner and have a senior community center in an owned space instead of leading space from Pierce County. The City has explored other partnership opportunities.*
- A new building could cost the same as remodeling the existing building. Keeping the language about using the same type of architecture as the current building may be a constraint.
- Some CAC members do not want to miss out on an opportunity to build a larger library.
- One member would reconsider if historical preservation of the existing building moves forward.
- Did Lakewood City Council talk about de-annexing from PCLS?
 - *Response: The project team is not part of those conversations and is working on behalf of the PCLS Board.*
- **5 CAC members recommend taking out the consideration of the senior community center.** The focus on partnership opportunities will remain in the earlier discussion of what matters most.
- **7 CAC members support the modified set of recommendations:**
 - The CAC's preference is to keep the library at the same location, building a new library.
 - If that is not possible: The CAC recommends building a new library in an equally accessible location.
- **2 CAC members support building a larger library on a different location.**
- A CAC member noted that the CAC should not necessarily expect PCLS Board to adopt these recommendations. The Board has more context to consider, as well as its responsibility to the community.

Item 4: Next Steps and Meeting Close

- The CAC has settled on recommendations for Downtown and for Tillicum.
- Ginny and Darwin have volunteered to represent the CAC on Nov. 17, 6-7pm.
 - BERK will provide a summary and presentation.
 - Other CAC members are invited and encouraged to come.

Public Comment

- Two members of the public commented during this portion of the meeting. They encouraged the City to explore de-annexing from PCLS.

MEMO



Date: November 1, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director

Subject: Joint Governance Meeting with City of Lakewood

Two representatives from the Lakewood Libraries Advisory Committee will present the committee's recommendations to the Board of Trustees at a joint Special Meeting with the Lakewood City Council on November 17, at 6 p.m., at the City Hall. The purpose of the meeting is to hear the recommendations and provide the governing bodies the opportunity to ask clarifying questions of the committee.

We are coordinating closely with the staff at City Hall on the details to conduct a joint meeting and will share those details in the coming week as the meeting is publicly noticed with an agenda set. We encourage the Trustees to attend this meeting in person if possible.

All documents provided to the committee and used through this process are [publicly available on our website](#).

MEMO



Date: November 1, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director

Subject: Long-term Lakewood Libraries Decision Making

As the Lakewood Libraries Advisory Committee readies for the completion of their work and presentation of their recommendations to the PCLS Board of Trustees in November, this memo describes a possible decision-making framework for the Board to use and timeline for the process. Knowledge-Based Decision-Making (KBDM) is a process designed to help associations make complex decisions in an informed fashion. I've found it effective in the past and recommend we utilize it for this "mega" decision we are about to make.

Knowledge-based decision making requires that any significant decision must both consider information from and satisfy the needs of four basic areas influencing the organization in any significant decision.

- *Sensitivity to members' views, wants, and needs will add knowledge and insight relative to members, prospective members, customers, stakeholders, and constituents.*
- *Foresight about the industry profession, or interest area adds an external element of being knowledgeable.*
- *Insight into the capacity and strategic position of the organization builds a critical knowledge base about capability and likelihood of success, from both internal and external perspectives.*
- *Awareness of the ethical implications of choices builds a critical and sometimes unconsidered dimension of possible conflicts relative to issues of privacy, competition, and fairness that the association must keep in mind as it develops a strategy.¹*

Utilizing this tool and process also provides good documentation around a major decision that can help hold the organization accountable and provide future leaders the opportunity to understand the reasoning behind decisions.

The process of Knowledge-Based dialogue on a mega issue involves several steps:

1. Defining what is known about an issue
2. Determining what choices of strategy this knowledge suggests
3. Assessing the relative advantages and disadvantages of the choices
4. Coming to consensus on a choice of strategy or action.

¹ Excerpt from *The Will to Govern Well* by Glenn Tecker, Paul Meyer, Leigh Wintz, CAE and Bud Crouch (2010)

Trustees who are interested can learn more by reviewing the [pdf overview of the process online \(Tecker International\)](#). We can adjust any step of this process to make it work for us, especially since it is new to PCLS. We do not need to follow the process completely, especially since our decisions will be narrowed by the recommendation of the Advisory Committee. I recommend that we focus mainly on documenting the Four Knowledge Bases through our discussions.

1. What do we know about our stakeholders' needs, wants, and preferences that is relevant to this decision?
2. What do we know about the current realities and evolving dynamics of our environment that is relevant to this decision?
3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?
4. What are the ethical implications?

I am happy to facilitate this discussion at a Study Session following the recommendation of the Advisory Committee and anticipate it may take a few meetings for the Trustees to move through the dialogue and deliberation stages of this process. The committee was charged with:

- Reviewing existing community input and additional public engagement efforts.
- Reviewing facility history and current conditions.
- Developing an evaluative framework for considering facility options.
- Making recommendations to Lakewood City Council and the Library System's Board of Trustees in the fall of 2022.

The following is a proposed timeline for this process:

11/9/22 Regular Board Meeting – introduce a decision-making framework and establish a timeline for making decisions.

11/17/22 – Joint-Meeting to hear Advisory Committee Recommendation (no deliberation, just clarifying questions).

[TBD] – Study Session for Trustees to discuss the recommendation, direct staff to gather more information.

12/14/22 Regular Board Meeting – Continued discussion of the issue.

[Optional, TBD] – Additional Study Session

1/11/23 Regular Board Meeting – Deliberate to a decision and direct Library administrators to develop an implementation plan.

MEMO



Date: October 31, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Melinda Chesbro, Deputy Director of Operations

Subject: Interim Library Status

Our lease for the interim Lakewood location has been finalized! The property is on Gravelly Lake Dr. S.W. and Alfaretta St. S.W., a few blocks north of the current Lakewood Library. The next steps are:

- pre-application meeting with City of Lakewood to understand any hurdles to permitting
- creation of bid packages and identification of vendors
- creation of working timeline and updated budget based on vendor costs and schedules

MEMO



Date: November 1, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Clifford Jo, Business and Compliance Director

Subject: Architect for Lakewood Interim Library

With the ground lease executed, we have begun the next steps of the project, the most pressing being the selection of an architect and a subsequent engagement.

We have been using BuildingWork for architectural services for several years, both for site fittings at Sumner and Lakewood, and for other on-call architectural needs. As time is of the essence, we have determined that BuildingWork is best suited for continuing the work towards the development of the site and construction of a facility to be opened as soon as feasible.

The scope of services is \$512,595, which includes components for design, engineering, cost estimations, and administrative fees. This is reflected in the 2023 budget. While some costs are anticipated to be paid out of 2022, we will accordingly adjust the 2023 budget in December.

Two motions are needed:

Action 1: Move to approve BuildingWork as the principal architect for the Lakewood Interim Library Project.

Action 2: Move to authorize the Library to create a purchase order in the amount not to exceed \$513,000.

MEMO



Date: October 28, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director

Melinda Chesbro, Deputy Director

Clifford Jo, Business & Compliance Director

Mary Stimson, Finance Director

Subject: 2023 Draft Budget

This month, the Board of Trustees reviews the draft budget and holds the first public hearing. Attached is the draft 2023 budget for the General Fund, Capital Improvement Fund, and Property and Facility Fund. The Election Fund budget is also attached, but does not show any budgetary activities.

2023 Budgeting Principles

Development of this budget has been challenging due to a number of factors including inflation and the unanticipated closure of Lakewood Library and need to develop an alternate service location. We continue to rely on the following principles in the budget we are presenting:

- Good stewardship of taxpayer's investment in library services.
- Deliver excellent valued and used services as determined by community needs, priorities, and use.
- Maintain long-term organizational, fiscal, and service health.
- Build in flexibility for both expenditures and revenue to ensure ability to respond to changes resulting from the pandemic, inflation and supply chain delays.
- Increase focus on planning and projects to develop, maintain, and improve the Library's capital investments, including construction of an interim Lakewood Library

In addition, we have identified 4 goals:

- Funding for current services and staffing despite the challenges of inflation far outpacing our 1% increase in revenue from property taxes.
- Bringing the Levy Sustainability Fund to a balance of \$15 million as we enter the final year of the first phase of our sustainability strategy
- Funding construction of interim Lakewood Library and other capital priorities while leaving a Capital Improvement fund balance of \$1.8 million per the Fiscal Management Policy
- Keeping a fund balance of at least \$2 million in the Property and Facility Fund to enable us to take advantage of opportunities to enhance future library service

Levy Sustainability Plan —Year 4 (2023)

In 2019, the Administrative Team worked with the Board of Trustees to create a multi-year funding cycle to provide stable funding for delivering library services for at least five years under the 2018 voter-approved levy reauthorization. As a result of the levy sustainability strategy, we currently project the 2018 levy reauthorization will provide stable funding through at least 2026.

Fundamental to the funding cycle is the Levy Sustainability Fund created by the Board of Trustees in 2019, which has three phases:

- Phase 1: annual revenues exceed annual expenditures and deposits are made to the Levy Sustainability Fund
- Phase 2: annual revenues meet annual expenditures with no funds deposited into the fund
- Phase 3: annual revenues are less than annual expenditures and funds from the Levy Sustainability Fund are used to support the Library's operating costs

The Library will be in Year 4 of the first phase in 2023. We anticipate 2023 will be the last year of this first phase, in which our revenues exceed our expenditures. With the anticipated 2022 deposit, the Library System will have \$12.6 million deposited into the fund. The budget as presented shows a 2023 deposit increasing the fund to slightly over \$15 million.

In 2024, we expect to be in Phase 2, in which revenue and expenditures are projected to be in balance and no funds are planned to be deposited into, or withdrawn from, the Levy Sustainability Fund.

In Phase 3, expenditures exceed revenues and funds are withdrawn from the Levy Sustainability Fund to close budget shortfalls and continue consistent, excellent services and operations until the fund is reduced and the Library begins the next fiscal sustainability cycle. At that time, the Library will engage with the public to understand the public's priorities for funding library services.

2023 Revenue

Total revenue for 2023 is estimated to be \$46.1 million, of which \$44.1 million is budgeted for 2023 services, operations, and capital investments and \$2 million in revenue will be allocated to the Levy Sustainability Fund for future sustainability.

The Library has not charged fines on overdue materials for nearly three years, nor has it budgeted for this revenue in 2023. During this time, materials have been returned at about the same rate as when the Library charged fines. Fines on overdue books and other material, and fees for basic services such as printing and faxing, are a barrier to equitable access and use of the Library and its resources. In 2022, we established a charter to review this process. This work was deferred, but we will commence this study in 2023 and bring our findings to discuss with the Board and consider how to reduce financial barriers to library use.

2023 General Fund Budget

The budget is balanced with revenues and expenditures set at \$44.1 million. Items of note in the draft budget:

Personnel

- The wage scale adjustment for represented staff is based on the June-June CPI-U for the Seattle-Tacoma-Bellevue area, which was recorded at 10.1%. Under the Collective Bargaining Agreement the wage scale, adjustment is the maximum of 3.5%.
- Health care costs are projected to increase by about 6.5%.

-
- Restructure in library leadership to better support staff included reclassification of Branch Manager positions to Regional Services Managers and added an additional Customer Experience Director. 2023 will be the first full year of complete leadership restructure that was started in 2021 with the creation of a second Deputy Director position.

Maintenance & Operations

- An increase to security patrols due to theft at ACL and overnight camping issues at several locations.
- Support for a return to full in-branch and community programming.
- Provides an adequate contingency in the event a need arises, otherwise unspent funds return to the fund balance.

Materials

- Increases from \$4.3 million to \$4.5 million.

2023 Levy Sustainability Fund

- For 2023, we plan to add \$2 million to the fund, which will bring the fund balance to our \$15 million goal (final calculations will be made and presented at the December 2023 Board meeting).
- The current goal was to reach around \$15 million in the Levy Sustainability Fund by the mid-point of the funding cycle, which was anticipated to be 2024 or 2025.
- We will review performance of this fund throughout the year as economic and service conditions change, and annually during the budget process.

2023 Capital Fund Budget: \$6.5 million

- Year 5 of the 5-year Technology Plan.
- The Lakewood Interim Library is anticipated to cost \$3.8 million and will be funded by several sources: (1) \$2 million dollars saved in 2022 for unspent Lakewood personnel salaries and wages; (2) redirecting the planned 2022 Property & Facilities Fund transfer to the Capital Fund; and (3) a transfer of \$1 million from the current balance of the Property & Facilities Fund.
- Purchase and replacement of vehicles as part of ongoing fleet maintenance, some of which were ordered in 2022 but not scheduled for delivery until Spring 2023 due to supply chain shortages

2023 Elections Fund: No funds allocated

- This fund is fully funded and no deposit is needed.

2023 Property and Facility Fund: Transfer of funds to Capital Improvement Fund

- The 2022 budget anticipated a transfer to the Property and Facility Fund of \$1,173,000. We are proposing to move that amount directly to the Capital Improvement Fund to assist with costs for an interim Lakewood Library. This use is consistent with the intent of the Property and Facility Fund.
- We recommend \$1 million in the existing fund balance to be transferred at the end of the 2022 fiscal year.

2023 Cash flow Needs

- The Library has an adequate cash reserve to support expenditures during low revenue months (April and October). No deposit is needed.

**GENERAL FUND
-BUDGET-**

2023 BUDGET DRAFT November 9,2022	2022 Budget Approved 12/2021	2023 Draft Budget	Change (\$)	Change (%)	Notes
Budget Summary					
Use of Fund Balance/Cash Reserves	\$ -	\$ -	\$ -	\$ -	
NEW REVENUE DETAIL					
Taxes	\$ 41,609,200.00	\$ 42,557,200.00	\$ 948,000.00	2.28%	96.54% of Revenues
Intergovernmental	\$ 15,000.00	\$ 15,000.00	\$ -	0.00%	0.03% of Revenues
Charges For Services	\$ 17,500.00	\$ 7,500.00	\$ (10,000.00)	-57.14%	0.02% of Revenues
Fines	\$ 20,000.00	\$ 20,000.00	\$ -	0.00%	0.05% of Revenues
Miscellaneous	\$ 1,092,000.00	\$ 1,482,000.00	\$ 390,000.00	35.71%	3.36% of Revenues
TOTAL REVENUES	\$ 42,753,700.00	\$ 44,081,700.00	\$ 1,328,000.00	3.11%	100.00% of Revenues
TOTAL AVAILABLE FUNDING SOURCES	\$ 42,753,700.00	\$ 44,081,700.00	\$ 1,328,000.00	3.11%	
EXPENDITURE DETAIL					
Personnel	\$ 28,919,400.00	\$ 31,074,962.00	\$ 2,155,562.00	7.45%	70.49% of Expenditures
Maintenance & Operations	\$ 7,253,600.00	\$ 8,421,238.00	\$ 1,167,638.00	16.10%	19.10% of Expenditures
Materials	\$ 4,307,500.00	\$ 4,585,500.00	\$ 278,000.00	6.45%	10.40% of Expenditures
Subtotal	\$ 40,480,500.00	\$ 44,081,700.00	\$ 3,601,200.00	8.90%	
Transfers to Capitol Improvement Fund	\$ 1,100,000.00		\$ (1,100,000.00)	-100.00%	0.00% of Expenditures
Transfers to Election Fund	\$ -	\$ -	\$ -		0.00% of Expenditures
Transfers to Property & Facility Fund	\$ 1,173,200.00	\$ -	\$ (1,173,200.00)	-100.00%	0.00% of Expenditures
Annual Sustainability Set Asides	\$ -		\$ -		0.00% of Expenditures
Subtotal	\$ 2,273,200.00	\$ -	\$ (2,273,200.00)	-100.00%	0.00%
TOTAL EXPENDITURES	\$ 42,753,700.00	\$ 44,081,700.00	\$ 1,328,000.00	3.11%	
NET OF REVENUES & EXPENDITURES	\$ -	\$ -	\$ -	\$ -	0.00%

**CAPITAL FUND
-BUDGET-**

2023 BUDGET DRAFT NOVEMBER 9, 2022	2022 Approved 12/2021	2023 Draft	Notes
Budget Summary			
-- FUNDING SOURCES --			
USE OF FUND BALANCE			
Carryforward funds from prior fiscal year	\$ 115,000		
Use of Fund Balance/Cash Reserves	\$ 2,475,000	\$ 6,508,000	
TOTAL USE OF FUND BALANCE	\$ 2,590,000	\$ 6,508,000	
NEW REVENUE			
Transfer from General Fund	\$ 1,100,000	\$ -	
TOTAL NEW REVENUE	\$ 1,100,000	\$ -	
TOTAL FUNDS AVAILABLE	\$ 3,690,000	\$ 6,508,000	
-- EXPENDITURES --			
COMMITMENTS			
TOTAL COMMITMENTS	\$ -	\$ -	
CURRENT BUILDING IMPROVEMENTS			
Buckley Site Evaluation	\$ 250,000	\$ 1,000,000	
2022 Current Buildings Work	\$ 970,000		
Landscaping Refresh & Lot Maintenance	\$ 100,000	\$ 75,000	
Door replacement	\$ 75,000	\$ 125,000	
Vehicle purchases - 2022 roll forward	\$ 300,000	\$ 190,000	
Vehicle purchases- 2023 purchases		\$ 200,000	
Parking Lot Refreshes		\$ 200,000	
TOTAL CURRENT BUILDING IMPROVEMENTS	\$ 1,695,000	\$ 1,790,000	
FUTURE BUILDINGS			
Lakewood Interim Library			
LWD building		\$ 1,700,000	
LWD site work		\$ 1,000,000	
LWD FF&E		\$ 100,000	
LWD other		\$ 500,000	
LWD architects		\$ 500,000	
LWD Project Work		\$ 35,000	
Capital Campaign Consultants		\$ 60,000	
Sumner Library Planning Phase	\$ 600,000		
SUM polling		\$ 45,000	
SUM project communications		\$ 13,000	
SUM Architect and Legal Consulting		\$ 40,000	
Alternative Service Delivery Pilot	\$ 500,000		
TOTAL FUTURE BUILDINGS	\$ 1,100,000	\$ 3,993,000	

**CAPITAL FUND
-BUDGET (Cont.)-**

2023 BUDGET DRAFT NOVEMBER 9, 2022	2022 Approved 12/2021	2023 Draft	Notes
----- Budget Summary (Cont.) -----			
TECHNOLOGY UPDATES			
Infrastructure project (IT Tech Plan)	\$ 400,000		
IT Networking and Infrastructure	\$ 120,000	\$ 50,000	
Branch Wi-Fi equipment replacements	\$ 125,000	\$ 125,000	
Tyler Consulting		\$ 150,000	
TOTAL TECHNOLOGY PROJECTS	\$ 645,000	\$ 475,000	
CONTINGENCY	\$ 250,000	\$ 250,000	
TOTAL EXPENDITURES	\$ 3,690,000	\$ 6,508,000	
NET OF REVENUE AND EXPENDITURES	\$ -	\$ -	

2023 ELECTION FUND

DRAFT AS OF November 9, 2022	2022 Projected	2023 Draft	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Election Fund Set Aside	\$ -	\$ -	\$ -	
NEW REVENUE				
Transfer from General Fund for Committed Setasides	\$ -	\$ -	\$ -	
Investment Income	\$ 2,000.00	\$ 30,000.00	\$ 28,000.00	1400%
TOTAL NEW REVENUE	\$ 2,000.00	\$ 30,000.00	\$ 28,000.00	1400%
TOTAL FUNDS AVAILABLE	\$ 2,000.00	\$ 30,000.00	\$ 28,000.00	1400%
-- EXPENDITURES --				
PROGRAMS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ -	\$ -	\$ -	
PROJECTS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROJECTS	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
NET OF FUNDING SOURCES AND EXPENDITURES	\$ 2,000.00	\$ 30,000.00	\$ 28,000.00	1400%
(TO BE DESIGNATED AS COMMITTED DURING THE FY)				
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
Election Fund for Future Election Costs	\$ 1,100,000.00	\$ 1,100,000.00	\$ -	
TOTAL COMMITTED SET-ASIDES	\$ 1,100,000.00	\$ 1,100,000.00	\$ -	

PIERCE COUNTY LIBRARY SYSTEM

1

2023 PROPERTY AND FACILITY FUND

DRAFT AS OF November 9, 2022	2022 Projected	2023 Draft	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Property and Facility Set Aside	\$ -	\$ -	\$ -	
REVENUE				
Transfer from General Fund for Committed Setasides	\$ -	\$ -	\$ -	
Investment Income	\$ 5,000.00	\$ 60,000.00	\$ 55,000.00	1100%
TOTAL NEW REVENUE	\$ 5,000.00	\$ 60,000.00	\$ 55,000.00	1100%
TOTAL FUNDS AVAILABLE	\$ 5,000.00	\$ 60,000.00	\$ 55,000.00	1100%
-- EXPENDITURES --				
PROGRAMS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ -	\$ -	\$ -	
PROJECTS				
	\$ -	\$ -	\$ -	
TOTAL PROJECTS	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
NET OF FUNDING SOURCES AND EXPENDITURES	\$ 5,000.00	\$ 60,000.00	\$ 55,000.00	1100%
(TO BE DESIGNATED AS COMMITTED DURING THE FY)				
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
Land/Property/Facility Set Asides for future Land & Property Costs	\$ 2,020,000.00	\$ 2,020,000.00	\$ -	0%
TOTAL COMMITTED SET-ASIDES	\$ 2,020,000.00	\$ 2,020,000.00	\$ -	0%

PIERCE COUNTY LIBRARY SYSTEM

1

2023 LEVY SUSTAINABILITY FUND

DRAFT AS OF November 9, 2022	2022 Projected	2023 Draft	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Levy Sustainability Fund Set Aside	\$ -	\$ -	\$ -	
NEW REVENUE				
Property Taxes (Funding Cycle Revenue)	\$ 1,520,000.00	\$ 2,022,800.00	\$ 502,800.00	
Investment Income	\$ 10,000.00	\$ 450,000.00	\$ 440,000.00	4400%
TOTAL NEW REVENUE	\$ 1,530,000.00	\$ 2,472,800.00	\$ 942,800.00	62%
TOTAL FUNDS AVAILABLE	\$ 1,530,000.00	\$ 2,472,800.00	\$ 942,800.00	62%
-- EXPENDITURES --				
PROGRAMS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ -	\$ -	\$ -	
PROJECTS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROJECTS	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
NET OF FUNDING SOURCES AND EXPENDITURES	\$ 1,530,000.00	\$ 2,472,800.00	\$ 942,800.00	62%
(TO BE DESIGNATED AS COMMITTED DURING THE FY)				
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
Levy Sustainability Funds for Future Levy Sustainability Costs			\$ -	
TOTAL COMMITTED SET-ASIDES	\$ 12,500,000.00	\$ 14,500,000.00	\$ 2,000,000.00	

PIERCE COUNTY LIBRARY SYSTEM

1

2023 DEBT SERVICE FUND

DRAFT AS OF November 9, 2022	2022 Projected	2023 Draft	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Debt Service Fund Set Aside	\$ -	\$ -	\$ -	
NEW REVENUE				
Transfer from General Fund for Committed Setasides	\$ -	\$ -	\$ -	
Investment Income	\$ -	\$ 2,000.00	\$ 2,000.00	
TOTAL NEW REVENUE	\$ -	\$ 2,000.00	\$ 2,000.00	
TOTAL FUNDS AVAILABLE	\$ -	\$ 2,000.00	\$ 2,000.00	
-- EXPENDITURES --				
PROGRAMS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ -	\$ -	\$ -	
PROJECTS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROJECTS	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
NET OF FUNDING SOURCES AND EXPENDITURES	\$ -	\$ 2,000.00	\$ 2,000.00	
(TO BE DESIGNATED AS COMMITTED DURING THE FY)				
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
TOTAL COMMITTED SET-ASIDES	\$ -	\$ -	\$ -	

PIERCE COUNTY LIBRARY SYSTEM

1

FUND ALLOCATIONS
- FY2023 DRAFT -

	2023
Total Revenue (all sources)	\$ 46,104,500
Fund Allocations	
General	
Personnel	\$ 31,074,962
M&O	\$ 8,421,238
Materials	\$ 4,585,500
Cash flow Set Aside	-
Total General	\$ 44,081,700
Capital Improvement	-
Property & Facilities	-
Elections	-
Levy Sustainability	2,022,800
Grand total Allocations	\$ 46,104,500
Net of Revenue & Allocations	\$ -

2023 BUDGET PUBLIC HEARING

Motion: Opening the Public Hearing

“I move that in accordance with RCW 84.55.120, the public hearing be opened for consideration of increases in property tax revenues, regarding 2022 property tax levies for collection in 2023.” (The motion is seconded and passed.)

Public Comment

After presentation of the 2023 budget, the Chair must ask if there was anyone in the audience who would like to comment on the budget.

If there is no response, or when public comments have ended, the public hearing is then closed.

Motion: Closing the Public Hearing

“I move to close the public hearing on the 2023 draft budget of revenue and expenditures.” (The motion is seconded and passed.)

Unfinished Business (cont.)

RESOLUTION NO. 2022-14

**A RESOLUTION OF THE BOARD OF TRUSTEES
OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT
REQUESTING HIGHEST LAWFUL LEVY**

WHEREAS, the **Board of Trustees** of **PIERCE COUNTY RURAL LIBRARY DISTRICT (Library, or District)** has met and considered its budget for the calendar year **2023**; and,

WHEREAS, the District's actual levy amount from previous year (**2022**) was **\$43,133,440.20**; and,

WHEREAS, the population of the District is **MORE THAN 10,000**; and,

WHEREAS, Washington State law limits property tax collection to the lesser of either (1) the sum of regular property tax limit increases, additions due to new construction and improvements, the value of state assessed property, annexations, and refunds, or (2) 50 cents per \$1,000 of the District's assessed property value; and,

WHEREAS, Washington State law limits the percent increase to the highest regular tax which could be levied lawfully to be the lesser of 1% or the Implicit Price Deflator (IPD), which was recorded at **6.457%**; and,

WHEREAS, the Board of Trustees, after duly considering all relevant evidence and testimony presented, determined that the Library requires an increase in property tax revenue from the previous year, from the addition of new construction and improvements to property, any increase in the value of state-assessed property, any annexations that have occurred, but excluding refunds made; and now, therefore,

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT THAT:

1. An increase in the regular property tax levy is hereby authorized for the levy to be collected in the **2023** tax year.
2. The dollar amount of the increase over the actual levy amount from the previous year shall be \$ **431,394.89**, which is a percentage increase of **1.00014024** percent (%) from the previous year. This increase is exclusive of additional revenue resulting from new construction, improvements to property, newly constructed wind turbines, any increase in the value of state assessed property, and annexations that have occurred, and refunds made.

PASSED AND APPROVED THIS 9TH DAY OF NOVEMBER, 2022.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Jamilyn Penn, Chair	_____
Pat Jenkins, Vice-Chair	_____
Neesha Patel, Member	_____
Abby Sloan, Member	_____
Pamela Duncan, Member	_____

Levy Certification

Submit this document, or something similar, to the **county legislative authority on or before November 30** of the year preceding the year in which the levy amounts are to be collected.

Courtesy copy may be provided to the county assessor.

This form is not designed for the certification of levies under RCW 84.52.070.

In accordance with RCW 84.52.020, I **Jamilyn Penn** (Name),
Chair, Board of Trustees (Title), for **Pierce County Rural Library District** (District name),
do hereby certify to the **Pierce** (Name of county) County legislative authority
that the **Board of Trustees** (Commissioners, Council, Board, etc.) of said district requests
that the following levy amounts be collected in **2023** (Year of collection) as provided in the district's
budget, which was adopted following a public hearing held on **11/9/2022** (Date of public hearing).

Regular levies

Levy	General levy	Other levy* <input type="text"/>
Total certified levy request amount , which includes the amounts below.	\$ 44,490,792.76	
Administrative refund amount	\$ 0.00	
Non-voted bond debt amount		
Other*		

Excess levies

Levy	General (n/a for school districts)	Bond	Enrichment (school districts only)	Cap. project	Other levy* <input type="text"/>
Total certified levy request amount , which includes the amounts below.					
Administrative refund amount					
Other*					

*Examples of other levy types may include EMS, school district transportation, or construction levies. Examples of other amounts may include levy error correction or adjudicated refund amount. Please include a description when using the "other" options.

Signature: _____ **Date:** _____

To request this document in an alternate format, please complete the form dor.wa.gov/AccessibilityRequest or call 360-705-6705. Teletype (TTY) users please dial 711.

New Business

MEMO



Date: November 1, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Clifford Jo, Business and Compliance Director

Subject: Capital Funding Overview

As we head into years of active and large capital improvement projects, funding becomes a critical consideration. Since the original Facilities Master Plan (FMP) was introduced in 2010, it initiated a process for PCLS to explore alternative capital funding options for specific projects and priorities, versus pursuing a district-wide bond measure with numerous projects. Capital funding methods have been discussed with the Board from time to time over the years. Many cultural, financial, and institutional changes have taken place since the FMP was written and efforts have begun for staff to provide an updated facilities report in 2023.

As the Library System’s governing body, the Board will be responsible for significant financial oversight on methods in which the Library is to cover costs of current and upcoming major projects.

When large projects are undertaken, such as major technology upgrades and new or remodeled facilities, the Library has a number of methods at their disposal to fund their costs. Attached is an overview of the major methods available. In this context,

“Large” means

- Six figures to nine figures (e.g., hundreds of thousands to half-billion) or,
- Anything that could not be funded easily through annual revenues without substantial impacts elsewhere in the budget.

Methods are broken down into two large categories:

- Methods that the Library can largely control or influence the outcome
- Methods that are outside of Library control and influence

A spectrum of considerations include:

- The degree of local decision making
- The amount of funds available
- The length of time a project might take

During the Board meeting, I will provide an overview of the specific methods available to us, and field any questions or preferences you may have.

FUNDING METHODS

Funding Method	Approval	Amount	Time to Secure Funding	Notes
METHODS IN LIBRARY CONTROL OR INFLUENCE				
Library's Cash Balances	Board approval for releasing committed funds and conducting transfers	Available cash balances \$x00,000 to low \$x,000,000	Immediate	Cash is the least costly in the long-term as no borrowing is needed. It is also the quickest way to fund a major project, as there are no applications or other formalities necessary. A substantial amount of cash takes years to set aside and can mean cutting the annual operating budget to build up enough cash reserves to pay for major projects. Further, using cash causes common cash flow concerns, which can be allayed through careful fiscal planning and projections so that the Library can continue to operate with less cash.
Library's Operating Revenue	Board approval for \$50,000 and over (if unbudgeted), \$150,000 and over (if budgeted)	Available revenue to budget \$x00,000 to low \$x,000,000	2 to 6 months, depending on budget cycle	The Library creates an annual budget of revenues and expenditures. During this six month process, the Board reviews the budget process and approves the certificate of property levy as revenue and associated expenditures to operate the Library and conduct capital projects. Intra-year budget amendments to take advantage of an opportunity requires Board approval and generally takes 1 or 2 months.
Friends	Friends Organizations	\$x0,000 to \$x00,000	Months to years	Friends have donated property in the past, specifically the Lakewood Library. Receiving property and/or significant funding from Friends saves the Library considerable costs in raising funds using other methods.
Foundation	Foundation Board	Six to seven figure donations \$x00,000 to \$x,000,000	Months to years	Foundation donations can be a significant source of funding a facility project. It can generate considerable amounts of funding through a focused fundraising of major donors and grants. The Summer capital campaign has thus far raised over \$1 million, substantially out-raising the previous capital campaign for the UP Library project 12 years ago.

FUNDING METHODS

Funding Method	Approval	Amount	Time to Secure Funding	Notes
Councilmanic Bond	Board approval Bank underwriter	Up to 0.1% of the district assessed value. Up to \$133 million as of late 2022	2 to 3 months	<p>A councilmanic bond is a bank loan secured by anticipated tax revenue or existing cash reserved as collateral.</p> <p>A councilmanic bond requires no public involvement and a significant amount of cash can be available for funding projects. It must be repaid within twenty (20) years, which means that the existing budget must include debt repayment.</p>
Funding through city's borrowing capacity	Board approval City council approval	Up to 0.1% of the city's councilmanic bonding capacity. Example: \$4.28 million for City of Sumner in 2022	6 to 12 months	<p>State law for cities to repay councilmanic bonds is equally flexible. Cities have terms of 20 years to repay, similar to what libraries have. An interlocal agreement can be negotiated between the two entities such that the city extends its debt capacity to borrow from a bank, forwards those funds to the library, and then the library repays the debt to the city over a longer period of time.</p> <p>City and city council processes can determine the feasibility of this funding method, and certain conditions may be mandated into the agreement. Also, the Library will need to ensure there is enough funding in its budget to repay the city over the terms of the agreement.</p>
Levy Lid-Lift with several variations	Board approval Districtwide voter approval at simple majority	Estimated \$22 million (50 cent AV) beginning in 2023 and every year thereafter	18-24 months	<p>A levy lid-lift restores the maximum property tax levy of the district to 50 cents per \$1,000 assessed value. The Library ran two Levy Lid-Lifts in 2006 and 2018, both of which passed.</p> <p>The revenue increase is permanent but the mill rate will fluctuate thereafter. At the current mill rate, the Library would receive \$22 million more in annual operating revenue, unless there are downturns in property values (as experienced between 2010-2013).</p> <p>A levy lid-lift requires significant planning within the Library, and also requires significant public participation. The cost of paying for an election is significant (est. \$600,000) and there is no guarantee that the voters will approve it. Given that voters approved the 2018 measure by</p>

FUNDING METHODS

Funding Method	Approval	Amount	Time to Secure Funding	Notes
				a margin less than 1000 votes, the likelihood of passing another one anytime soon is not going to happen. Election timing is critical.
Districtwide General Obligation Bond	Board approval District wide voter approval at 60%, requiring 40% turnout of voters during previous general election	Up to 0.5% of the district assessed value. \$667 million as of 2023	18-24 months or longer	A districtwide bond provides the highest amount of funding secured by district property values. The last time the Library ran a successful bond was in 1986. Public involvement is significant, and all areas of the library district must benefit in order to increase voter approval. A supermajority is required to pass a bond measure, and election timing is critical.
LCFA and Bond	Board and the jurisdiction (e.g. city) approval to create LCFA. Voters in the proposed LCFA must approve by super majority (60% + 1 vote) ballot measure to create LCFA and tax properties for a bond. County Council creates LCFA Board, which would oversee the ownership of a voter-	Up to 1.25% of the LCFA area. Example: \$53.5 million for City of Sumner in 2022	18-24 months or longer	State law allows for libraries to create a Library Capital Facilities Area (LCFA), which is creating a smaller taxing district within the library’s taxing district. The county council creates a separate board to manage the LCFA. A LCFA is attractive because it focuses on a specific area having voters who are likely to approve a bond for the good of their community. Public engagement and information are limited to the affected area, instead of districtwide. Costs for running an election are significantly less than a districtwide election. LCFA bonds can generate more funds per \$1,000 assessed value than can a districtwide bond. LCFA funding requires a super majority of voters. A LCFA facility is owned by the LCFA, not the library. Transfer of ownership occurs when the full bond repayment is satisfied and the LCFA dissolves. Through an interlocal agreement with the LCFA, the Library System would operate the library. In the example of Sumner, with the Library-purchased land on Main Street, the Library System would own the property.

FUNDING METHODS

Funding Method	Approval	Amount	Time to Secure Funding	Notes
	<p>approved, bond funded building.</p> <p>LCFA and bond ballot measure requires voter approval at 60% + 1 vote, with 40% turnout of voters during previous general election</p>			
Partnering for colocation	<p>Board approval</p> <p>Partner's governing body approval</p>	<p>Depends on available funds from partner and Library's contribution</p> <p>\$x0,000 to \$x,000,000</p>	1-2 years	<p>Partnering with other entities is attractive because we share the costs of the facility, or the partner may donate land or resources to make colocation attractive. The most recent colocation project was UP Library in UP Town Center.</p> <p>Significant amounts of coordination must happen among the entities. The UP project produced a great library for the community, but took over 8 years from start to finish. There is dependence on the partner to fulfill its side of the agreement.</p>
FUNDING METHODS OUTSIDE OF LIBRARY CONTROL				
Annexation	<p>City council approval</p> <p>Board approval</p> <p>Annexed area voter approval at simple majority</p>	<p>50 cents per \$1000 for annexed area</p> <p>Example:</p> <p>\$18.5 million for City of Tacoma in 2022 and annually thereon after</p>	18-24 months or longer	<p>An un-annexed local jurisdiction can approach the Library to join the Library's district. Annexation expands the Library's district to include property values in the newly annexed area. The last time the Library conducted annexation was City of Fife, which brought in approximately \$1 million more per year in property tax revenue.</p> <p>Annexation creates an inflow of funding as well as expenditures for providing library services in the newly annexed area. Significant public involvement is needed within the proposed annexed area.</p>

FUNDING METHODS

Funding Method	Approval	Amount	Time to Secure Funding	Notes
State budget	Legislative & governor approval	Highly dependent on the specific program \$x00,000 to \$x,000,000	1-3 years, depending on the legislative cycle	The Legislature approves a biennial budget along with supplemental budgets as needed to run the state. It includes funding for major capital projects, and may be a significant source for library capital projects. The Library would need a champion in the Legislature to sponsor funding in the State's budget. Work is required to insert a project into the state's budget and there are many steps, including committee hearings, presentations to legislators, and other interactions with state officials. Due to the Legislature's budgeting cycle, it can take time for any consideration.
Community Development Block Grants / HUD	Board approval HUD approval	\$x,000,000 to \$x0,000,000	3-5 years	The Library has been involved with several HUD projects since the 1970s, most of which have ended. HUD funding requires partnering with another organization in order to build a facility. Key Center, Tillicum, Sumner, and Orting libraries were all HUD projects at one time. HUD generally maintains a 20 year interest in the project.
New Market Tax Credits	Board approval US Dept of the Treasury approval	Significant	Unknown	New Market Tax Credits (NMTC) provides tax break incentives to developers and businesses to venture into capital projects in severely distressed areas. The program began funding in 2001 and congress has extended it periodically, but is set to expire in 2025 without congressional action.
Tax-Exempt Bond (Muni bonds)	Board approval Federal government	Significant	Unknown	This provides investors with tax exemptions on the amount that they invest into certain bond investments. While the Library cannot directly engage in muni bonds, a secondary source such as a public-public partnership can make this happen.
Dept. of Agriculture Rural Development	Board approval US Government	Significant	Unknown	US Department of Agriculture has a program that helps fund library facilities in areas that are no more than 20,000 in population. The Department assists in developing funding through grants and low interest loans. 55% of recent projects were approved for those rural

FUNDING METHODS

Funding Method	Approval	Amount	Time to Secure Funding	Notes
				areas with less than 12,000 population and the median income is below poverty line.
63-20 Financing	Board approval Non-profit US Government	Significant	Unknown	The 63 20 program is a version of a Public Private Partnership (P3) in which the IRS allows public & private entities to work together to fund facilities. In this program, a non-profit organization would issue tax-exempt bonds to build the facility and lease it back to a government organization (such as a Library System). Lease payments become part of the bond repayments. Ownership must transfer to the public entity upon bond repayment.
Foreign Domestic Investment	Board approval US Government	Significant	Unknown	The US government has a program that offers foreign investments into local capital projects in exchange for green-card status for overseas residents, which must include the development of business in the local communities.
Blended approach	Depends on the blend	Entire projects \$x,000,000 to \$x0,000,000	Depends on the blend, but likely 6-12 months	A mix of multiple funding methods may be the best method of funding a significant building project. For instance, a councilmanic bond, available library cash, Foundation & Friends funding, and a levy lid-lift to help repay a portion of the councilmanic bond as well as expanded operations due to replacing smaller libraries with larger libraries. An voter-approved LCFA can also be a major part of the funding mix.

Officers Reports

MEMO



Date: October 28, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Mary Stimson, Finance Director

Subject: 2021 IRS Tax Form 990

A finalized 2021 IRS Form 990 and all schedules are nearly completed by the local accounting firm, DP&C for your review. We should have it within the next couple days and will send it under separate cover around the Board meeting.

As part of this final process, we ask that each Trustee review the filing and then certify that they have reviewed it. This form will be sent to you under separate cover. All statements will become integral public documents in the final tax return for a period of no less than three years. No Board action is required.

If you have any questions concerning our nonprofit tax return, feel free to contact me.

MEMO



Date: October 24, 2022

To: Chair Jamilyn Penn Jenkins and Members of the Board of Trustees

From: Melinda Chesbro, Deputy Director of Operations

Subject: Staff Training & Participation Report – 2022 Update

Below is a recap of professional development activities, presentations, and/or events in which staff have participated from June – September 2022:

The American Library Association (ALA) held its annual conference in-person this year (Washington DC) and virtually. Two staff members from the Customer Experience (CE) Department attended in-person and two virtually.

Three staff from Collection Management attended the virtual Northwest Interlibrary Loan & Resource Sharing Conference.

Association for Rural & Small Libraries (ARSL): Deputy Director of Public Services Connie Behe served as a panelist on the topic Up to the Challenge: Facing Censorship Head-On. Supervising Librarian Max Lampson received a grant from Washington State Library (WSL) to attend and focused their attention on courses related to intellectual freedom, small library collections, and accessibility and programming.

Finance Director Mary Stimson attended this year's Washington Finance Officers Association's (WFOA) Conference in Seattle.

Crucial Conversations training continued with the next module, Crucial Conversations – Accountability, in July. This mandatory training for all PCLS supervisors began in fall 2021 with the module Crucial Conversations for Mastering Dialogue.

Upcoming conferences:

[LibLearnX: The Library Learning Experience \(LLX\)](#) by American Library Association (ALA), New Orleans, LA - January 27-30

[Washington Library Association \(WLA\)](#), Wenatchee, WA Theme: All in, Reach out - March 30-April 1

[American Library Association \(ALA\) Annual](#), Chicago, IL - June 22-27

MEMO



Date: November 1, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director

Subject: Board Development Opportunities

In an effort to provide you with development opportunities to support you in your roles as Trustees, I plan to periodically bring you information on training that you may find useful. Should any of the training require registration, please reach out to Petra McBride for assistance.

Upcoming 2023 library conferences:

[LibLearnX: The Library Learning Experience \(LLX\)](#) by American Library Association (ALA), New Orleans, LA - January 27-30

[Washington Library Association \(WLA\)](#), Wenatchee, WA Theme: All in, Reach out - March 30-April 1

[American Library Association \(ALA\) Annual](#), Chicago, IL - June 22-27

American Library Association - United for Libraries:

- [Trustee Academy](#) is a for fee online course specific for library boards
- [Learning Live](#) monthly webinar series
- [Challenges & Crises: Preparing Your Board of Trustees \(free webinar\)](#)
- [ALA e-Learning Catalog](#) includes a mix of free and fee online courses,

Other library-related online learning for library boards:

- [Digital Public Library of America](#), History of US Public Libraries online exhibition
- [Niche Academy](#) has varied topics relevant to libraries
- [Washington State Library – Resources for Trustees](#)
- [WebJunction Friends, Trustees, and Volunteers](#) online courses

Additional resources for nonprofit board development:

- [BoardSource](#); Key Topics in Nonprofit Board Service
- [The Washington Nonprofit Institute](#) Boards in Gear
- [Nonprofit Association of Washington Boards and Governance](#) events
- [NonprofitReady.org](#) has free online courses and certificates in many subjects in addition to Board Member Training

I will continue to build out a schedule and subjects relevant to the Library System and its Board of Trustees in the coming year. Those development tools and plans will be valuable to support you today, as well as prepare for future orientations for trustees. Thank you for your support and ideas as we develop meaningful informational and briefing materials during the next year. Subjects to cover will include Open Meeting and Public Records, public library state laws, budget and finance, conflict of interest, strategic planning, and more.

MEMO

Date: November 2, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Melinda Chesbro, Deputy Director of Operations

Connie Behe, Deputy Director of Public Services

Subject: 2022 Work Plan update

We have faced several unexpected challenges thus far in 2022, notably the closing of the Lakewood Library building and the need to establish an alternative set of services and locations for the Lakewood community, along with the great resignation which left us understaffed in many key leadership positions. We are carefully monitoring and adjusting our priorities, examining each project to see if there is a step we can take forward with available resources.

2022 PCLS WORK PLAN SPARK SUCCESS



Strategic directions & priorities for 2022

Outward facing – Priority Audience

Service to Asset-Limited, Income Constrained, Employed (ALICE) community members who have challenges meeting basic needs. By designing services with the ALICE priority audience in mind, the library will be able to address many equity and access issues for a large population of Pierce County. ALICE families typically have scarce time, do not have adequate transportation, and are often faced with choosing between two necessities. For example, choosing between buying milk or paying a library fine.

Inward facing – Organizational Excellence

An organizationally mature entity is aligned in its goals, focused in its efforts, and able to repeat successes and learn from failures. Equity, diversity, and inclusion is an important part of moving to a higher level of organizational maturity and ensures that all activities are grounded in providing fair and equitable access to library resources and services to everyone in the community.

Future facing – Capital Investments

Long-term strategies to provide spaces and technology to respond to and meet the needs of growing and changing communities

The attached list highlights the many ways that the Library's annual work plan and projects align with the guiding principles. These projects are in addition to routine service delivery and operational support.

2022 Work Plan progress

2022 Work Plan update

Strategic projects

Priority Audience – Community Listening Project

This project will work to create meaningful relationships between the Library and community partners, and to establish a practice of engaging with community through a process of inquiry and listening. Staff already connect with partners: this effort builds on those connections and invites us to shift our focus and intent when creating new relationships. These connections to community networks will deepen understanding of which entities are serving people in the Library's service area, or of service agencies serving the whole county. This approach disrupts the often-transactional based interactions with partners centered on a single event, or passing on information, and transforms connections into relationships.

update: paused coordinated training for public services, added how ALICE focus shows up in the services we routinely provide

Organizational Maturity

This project will provide foundational assessment and toolkits for all departments to increase coordination, alignment with strategic goals and customer focus.

update: developed a strawman assessment tool. In the process of refining and stakeholdering with Administrative team.

Organizational Maturity – Equity, Diversity, and Inclusion Framework & Strategy

This project will create a multi-year, strategic framework and implementation plan to embed equity, diversity, and inclusion (EDI) core concepts into daily work, library services, and community interactions at PCLS.

update: we have formed an EDI steering committee with the guidance of our consultant, Effenus Henderson. We have launched the next steps of our work with our pillar action teams. Those teams are focused on 1. Respectful and Inclusive Work Environment 2. Building Diversity in Business Planning, Design, and Delivery 3. Inclusive Systems, Processes, and Practices

Future Libraries – Co-location & Community partners

We will move forward with the new Sumner Library project, as well as pilot projects for new ways to provide library services in communities without a library building, such as providing lockers to pick up books and other materials. In Sumner we are exploring co-locating with other service providers. A critical component of this project is to work with area service providers on the co-location concept to learn what they and their constituents needs and how the Library can help. This pilot project has the potential to generate a new service model for the Library and could become the flagship for future library facilities. There has been tremendous interest in this project from local non-profits and health organizations.

update: work on this project resumes in late 2022 and will continue into 2023.

Sumner Library project

This project will work on the new Sumner library through the planning, construction, interior furnishings, fixtures and equipment, and selection of additional books and other materials.

update: capital campaign efforts are focused on helping PCLS rework funding model due to lead donor decision to participate in a different manner.

Facilities Master Plan (FMP) update

The Facilities Master Plan 2010 needs to be updated to reflect changes in public libraries to reflect different use patterns due to the increase in digital collections, changes in technology access needs and the pandemic.

update: draft plan will be ready for review in early 2023.

Building Condition Assessments for Lakewood, Tillicum and Graham libraries

This project will begin the process of developing a multi-year plan to address our existing buildings through structural assessments and updates based on customer service needs and sustainability goals.

update: Lakewood and Tillicum assessments are complete. Graham assessment on hold until FMP is completed.

Innovate strategically by finding inventive ways to serve you

Library Service Innovations

This project will explore Library service delivery options. These options may be implemented at library branches to extend services beyond staffed hours or may be co-located in partner space.

update: not started as the resources for this project have been focused on service delivery to the Lakewood community, re-instating branch services such as programming and meeting room availability, pandemic response, and great resignation.

Analytics on Demand

Analytics on Demand is a subscription tool that helps staff better understand our communities, their needs and use of PCLS collections, services and facilities.

update: we continue to use the tool to learn about our communities, though planned training activities to expand our use of this resource has been delayed.

Strategic Planning for Customer Experience

This project will align Customer Experience planning, processes, and practices with the overall Library plans. There will be a 3-year road map for department development that assesses current practices, identifies where we need to go now and post-pandemic, and coalesces several system-wide efforts into a single map for the Customer Experience Department.

update: planning is underway and will be finalized as remaining Customer Experience leadership positions are filled.

Provide access for all by serving everyone with the same degree of interest and respect.

Enjoy Books! -- Try 10 to read

This new reading program encourages customers to try 10 new titles or reading areas.

update: program completed.

Readers' Advisory Training

This ongoing training prepares staff to engage customers in successful conversations about reading and aid customers in finding additional reading materials. The 2022 training will focus on providing staff with tools and knowledge to recommend a wider diversity of titles and authors.

update: training completed.

International Collection Implementation

This project will implement recommendations from a 2020 study on improvements to our international collection of materials in a variety of languages.

update: project completed.

Collection Diversity Audit

This project will follow through on recommendations to add an assessment tool to understand diversity gaps in the library's materials collections.

update: a tool has been selected to analyze our collection and perform a full collection audit. The purchase and implementation of this tool is on pause until 2023.

Branch Reopening Technology & Furnishings

This project will complete public technology updates and assess furnishings in branches to ensure that we are meeting customer needs.

update: Installation of new computers for the public has been completed. All library locations are open to the public. Study rooms, conference rooms, and meeting rooms are available for customers to book. Library programming has been underway on-site for some time, but outdoors at most library locations. Indoor programs returned in October.

Public Website update

This project started in 2021 and continues in 2022. It will move the PCLS website to a more modern, fully functional platform with a focus on creating a positive user experience that helps customers find the information they need about PCLS services.

update: we are working with a consultant for design and navigation and their programmer to implement the new site. We expect launch of the updated website in early 2023.

Summer Reading Program

This ongoing program supports retention of reading ability and academic skills for students in summer months. It also emphasizes reading for enjoyment for customers of all ages.

update: program completed.

Bonney Lake Refresh Study

The doors and roof at Bonney Lake were replaced in 2021. This project will focus on remaining work including updating restrooms, new furniture, and interior paint.

update: this work is underway and expected to be completed in 2022.

Our Own Expressions

This ongoing program provides the opportunity for teens throughout Pierce County to demonstrate their creativity through writing, photography and drawing.

update: program complete.

Deliver convenience by making resources accessible and easy to use.

Library Signage Implementation

This project continues work to update interior wayfinding signs in library branches. In 2022, signs at the Lakewood and Milton/Edgewood libraries will be updated.

update: this work is underway and expected to be completed in 2022.

Play the right role by using strengths as a library to get results and to support community partners.

Friends of the Library Memoranda of Understanding

This project will provide better support for Friends of Library groups and reduce risk to PCLS through creating a Memorandum of Understanding with each Friends group.

update: underway.

Voter Point of Assistance

This program is in support of Pierce County Elections Office implementation of Same Day Registration. It allows PCLS to act as a conduit for voter services on Election Day.

update: program activities will be complete with the November election.

Be financially sustainable by responsibly managing your public resources for today and tomorrow.

Organizational infrastructure

Policy and Procedure Review

This project will review Customer Experience owned policies and procedures, which were last updated 2017-2019. It is important to be on a regular cycle of review for these practices to ensure that library staff have the tools and training needed to do their work most efficiently. It is also important to make updates to the procedures to ensure that they reflect current practices.

update: We have broadened the scope of this review to include system wide policies. A Policy Review Process project team has been formed to conduct this work and will continue to bring policy updates to the Board for review and approval.

Knowledge Management system

This project will review the variety of systems used to manage and store digitally produced staff work to ensure we are using the best tools and practices.

update: We are gathering an assessment of all of the current systems to determine their objective and use. Once we complete that work we will prioritize the next steps.

Technology infrastructure

Interior Wi-Fi Replacements

This project will update interior Wi-Fi equipment to ensure responsive connectivity for customer-owned and library devices.

update: This project has been moved to 2023.

IT Infrastructure replacements

This project is part of the 5-year Technology plan and will replace the switches, routers and storage that support our network and data infrastructure.

update: Switches and router updates are complete. Storage replacement expected to be completed in 2022.

Tyler/Munis Post Implementation updates

This project will review our implementation to ensure business processes are well documented and understood. Additional features such as contract management and project budgeting will be implemented.

update: Post Implementation review of our new ERP system is occurring and training on additional features is in place. Working on implementing more of these features in 2023.

Cyber Security

This project will take a proactive approach to Cybersecurity. It will determine annual mandatory Cybersecurity training, identify PCLS cybersecurity risks and provide recommendations to the Leadership team on which risks should be addressed and how.

update: Identified and implemented two additional tools and three additional processes to keep PCLS customers and staff Cybersafe. Three additional mandatory cybersecurity trainings were identified and completed by PCLS staff.

Risk Management Multi-Factor Authentication & Business Continuity/Disaster Recovery

These projects will address how staff securely access PCLS systems when working remotely and develop plans for disaster response.

update: Starting this project in October 2022. Will begin by researching software that will meet PCLS business requirements. We aim to implement a solution by the end of 2022.

Facilities infrastructure

ACL Server Room HVAC replacement

This project will update the HVAC system that supports our servers. The new system has been ordered, but supply chain issues have delayed installation.

update: project complete.

Facilities Work Order Study

This project began in 2021 and will continue into 2022 as we use our documented business processes to identify a work order/asset management system that meets our needs and plan to transition to it.

update: Study is complete and system was selected. Implementation to begin in 2023.

Staff development and support

Leadership Development

This project will provide a focused and intentional approach to developing the leadership competencies in our supervisory group and emerging/influential leaders. It will build and strengthen our leadership pipeline, capacity and leadership competencies in 2022.

update: We completed a formal succession planning process in early 2022 to assess the leadership competencies of our supervisors. This informed the leadership development work for 2022. We completed our second cohort of our Crucial Conversations series: Crucial Conversations for Accountability. In September and October, we offered training for Leadership Team on Occupational Burnout. Finally, a cohort will be participating in a six-day leadership development series to support change management facilitated by an outside consultant, Nash Consulting.

Learning Management System

PCLS does not have a comprehensive learning management system to support staff learning. This project will gather business requirements and improve current processes in preparation for implementing a system later.

update: project charter is complete and work on the project will begin in 2023.

Staff Engagement Survey

This ongoing project periodically surveys PCLS staff to assess staff engagement and implements follow-up actions to improve identified areas.

update: Equity, Diversity and Inclusion and Improving Training are two of our areas of focus in response to the last Staff Engagement survey. EDI update is listed above. Our Training Advisory Committee is developing a process to gather feedback and input from staff on the specific, skill building trainings that are needed so that we can review and provide recommendations.

Staff Ergonomics Implementation

This ongoing project will operationalize assessment and purchase of ergonomic equipment for staff. In 2022, we will focus on branch library workrooms, most of which were designed and built prior to the introduction of personal computers as an essential work tool.

update: All staff chairs and stools have been refreshed, working on multi-year plan to upgrade all staff to sit/stand stations

MEMO



Date: October 28, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Kristina Cintron, Facilities & Capital Projects Director

Subject: Tillicum Library Condition Update

We are continuing to work with the owners of the Tillicum Community Center to address our concerns about the condition of the building. As you may remember, building surveys at the Lakewood Library and the Tillicum Community Center were done by BuildingWork in late 2021 and there were several significant deficiencies noted. As tenants, we communicated our concerns to the owners in December 2021, and have been informed they are currently working on some of the issues, including installing a roof overlay and new gutters. They have partially painted the exterior but did not replace the deteriorated siding.

Communication has been challenging as there are times we won't hear back for months from the Community Center regarding status updates.

We will continue to monitor our leased space for leaks and other building issues. At this time, we don't anticipate any action is needed.

MEMO



Date: October 25, 2022

To: Chair Jamilyn Penn and Members of the Board of Trustees

From: Mary Getchell, Marketing and Communications Director

Subject: 2022 Pierce County Library System Marketing and Communications Third Quarter Results

The Pierce County Library System's third quarter marketing and communications activities further progressed toward the Library System attaining its marketing and communications goals. In addition, again this quarter, the Library System exceeded its primary metrics for measuring its marketing and communications goals! The Library System's 2022 Marketing and Communications Plan evaluation measures include the following:

1. Enhance brand awareness and preference for the Pierce County Library.
2. Position the Pierce County Library as the spark for success for residents.
3. Bolster the Library's visibility in Pierce County communities.
4. Inspire excitement and build support for and use of the Library's services.

For news media, the Library System achieved 48 news articles and 26 media mentions/calendar placements. The most extensive news coverage focused on the Lakewood and Tillicum Pierce County Libraries and the condition of those buildings. In addition, the excessive heat and Pierce County Libraries functioning as cooling centers garnered media attention.

As part of the Summer Reading program marketing and communications focus in the third quarter, the Library invested in advertising channels:

- Audio and digital ads on Pandora.
- Print and digital ads in ParentMap.

In the third quarter, the Library System continued to maintain and grow from declines from changes to the Library's Facebook page in 2020. For the fourth time in recent quarters, engagement exceeded industry standards. Facebook posts producing the highest interest in reach and engagement included humorous posts about reading too much (as if there is such a thing!) and shared posts from The News Tribune regarding a story about the condition of the Lakewood Library. Top posts on Twitter included Check Out Washington backpacks, survey for Lakewood Library, and Meet & Greet open house events with new Executive Director Gretchen Caserotti.

During the third quarter, the Library System issued three e-newsletters to its main distribution list with an average of 62,000 active subscribers. The Library's open rate exceeded industry standard in all e-newsletters, with the open rate more than doubling the industry standard. Overall, the open rate averaged 51.5%, significantly exceeding the industry average of 25.17%. The third quarter of 2022 marks the third time the Library System has included an e-newsletter in its assets for nearly 10 years.

In addition, to the system-wide e-newsletter, in June, the Communications Department created an e-newsletter for Lakewood residents to inform and update residents about Lakewood and Tillicum Libraries. The Lakewood e-newsletter has an average of 18,000 active subscribers and consistently yields an open rate of approximately 29.5%, exceeding industry standard as well.

In the third quarter, 96% of internal customers said they were "very satisfied" with the Marketing and Communications Department's service.

PIERCE COUNTY LIBRARY SYSTEM
2022 Marketing and Communications Plan
QUARTER THREE RESULTS, July-September 2022

Overall Evaluation Measures

- Enhance brand awareness and preference for the Pierce County Library System.
- Position the Pierce County Library as the spark for success for residents.
- Bolster the Library's visibility in Pierce County communities.
- Inspire excitement and build support for and use of the Library's services.

News Media Stories

- Goal: Maintain or exceed 2021 news coverage.
- Quarter Three (Q3) 2021: 48 news articles and 24 media mentions/calendar placements.
- Quarter Three (Q2) 2022: 44 news articles and 26 media mentions/calendar placements.
- **Q3 2022 exceeded Q3 2021 news coverage and media mentions/calendar placements.**

Paid/Sponsorship Advertising

Summer Reading program marketing and communications focus (June-August 2022)

- Parent Map
 - Print and digital ad reach: 892,000
 - Digital ads:
 - Reach: 64,928
 - Clicks: 90
 - Click through rate (CTR): .14%, below industry standard of .05%
 - eNews:
 - Subscribers: 182,000
 - Clicks: 205
 - CTR: 0.38%
- Pandora:
 - Audio Impressions: 433,332

E-newsletter

- Goal: Meet or exceed industry standards:
 - Open rate industry standard: 25.17%.
 - CTR industry standard: 2.79%.
- 3 e-newsletters to an average of 62,000 active subscribers.
- Average number of e-newsletters opened: 32,013; 51.5% open rate.
- Average number of people who CTR'd messages: 848; 1.4%.
- **Q3 Open rate exceeded industry standard by 105%.**

Social Media Marketing

- Goal: Maintain 2021-engagement rate for Facebook nonprofit organization's industry standard of 5.2% engagement rate and Twitter nonprofit organization's industry standard of 0.062% engagement rate.

Facebook

- Q3 2021: 4.0% engagement rate.
- Q3 2022: 7.71% engagement rate. 71 posts, with a reach of 324,000 people (4,571 average reach per post), and 25,000 engagements including CTR (352.53 average per post).
- **Q3 Exceeded industry standard by 2.51%. Increase of 3.71% higher engagement than 2021.**

Twitter

- Q3 2021: 1.73% engagement rate.
- Q3 2022: 2.85% engagement rate.
- **Q2 Exceeded industry standard by 2.78%; 1.12%-higher engagement than 2021.**

Work Order Satisfaction

- Goal: 90% of internal staff customers Very Satisfied with Marketing and Communications Department-produced product/service.
- **Q3 Exceeded goal with 96% Very Satisfied.**

Pierce County Library in the News

November 9, 2022

Pierce County Library in the News

- [Poetry Festival draws leading regional voices](#) – Gig Harbor Now
- [Interim site picked for popular Pierce County library. When it will open remains unclear](#) – Lakewood City Local News (+ News Tribune)
- [Lakewood Pierce County Library to serve community in interim location](#) – Sub Times (PCLS news release)
- [Community advisory committee discusses values for libraries in Lakewood](#) – Lakewood City Local News (+ Sub Times)
- [Final Lakewood Library Buildings committee meeting](#) – Lakewood Manager’s Bulletin
- [Story time for children with sensory differences coming up in Graham](#) – Dispatch
- [Let’s Cook: She’s Never Key ‘Bored’](#) – Pierce County Tribune
- [Pierce County Library Events for October-Gig Harbor & Key Center](#) – Macaroni KID